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ABSTRACT

The San Francisco campus of the University of California (UCSF) has as its mission the education of health science professionals. Recruitment areas for campus programs have traditionally been local, state, and national for staff and students, and state, national, and international for faculty. Although efforts have been made over the years to attract more minorities and women into the campus organization, the results were clear that UCSF had had little success in attracting, promoting, or upgrading minorities and women. In 1968, as a direct result of Black Caucus and Black Student Union involvement, two significant changes in campus policy were made: (1) each school and program in health sciences committed itself to a minority student goal of 25% of its entering freshman class, and (2) all hiring activities were centralized in the Personnel Office and its responsibilities in this area were increased. The Campus formally initiated its Affirmative Action program by a policy statement accompanied by guidelines to assist campus departments in setting goals. Included in this document is the Affirmative Action program for UCSF, including sections covering responsibility for implementation, underutilization, goals, program progress, and definitions. Ethnic and sex summary tables are included. The appendices include grievance procedures for discrimination, guide to minority-owned businesses in the San Francisco bay area, summary of ethnic and sex employment, and search process report. (Author/PG)

ED 087297

AFFIRMATIVE ACTION PROGRAM

University of California, San Francisco

Approved by President Charles J. Hitch: May 21, 1973

Prepared by: Affirmative Action Office
University of California, San Francisco
December 1973

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UNIVERSITY OF CALIFORNIA

San Francisco

AFFIRMATIVE ACTION PROGRAM

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Section A

AFFIRMATIVE ACTION IN EMPLOYMENT

UNIVERSITY OF CALIFORNIA
SAN FRANCISCO
AFFIRMATIVE ACTION PROGRAM

I. INTRODUCTION

The San Francisco campus of the University of California, located in the Sunset District at the foot of Mt. Sutro, has as its mission the education of health science professionals. The San Francisco campus is organized into four schools - Dentistry, Medicine, Nursing, and Pharmacy. The schools supervise certificate programs in Dietetics, Exfoliative Cytology, Medical Illustration, Medical Technology, and Physical Therapy. In addition, there is a Dean of the Graduate Division who supervises the graduate academic programs as well as the post-doctoral research fellowships. The campus includes the University hospitals and the outpatient facilities which receive referrals from all of Northern California. In 1972, the hospitals and clinics had a total of 145,888 outpatient visits and 18,083 inpatient admissions. This operation is managed by the Director of Hospitals and Clinics who also supervises a graduate program in Hospital Administration.

Recruitment areas for campus programs have traditionally been local, state, and national for staff and students, and state, national, and international for faculty. As of November 1972, this campus had a population of 411 under-graduate students, 1,733 graduate students, 1,472 instructional and research academics and 5,294 administrative and staff personnel.

Although efforts have been made over the years to attract more minorities and women into the campus organization, the results were clear that U.C.S.F. had had little success in attracting, promoting, or upgrading minorities and women. By the end of 1967, the largest number of minority employees, primarily black, were dead-ended in the lowest paid service jobs. Minority students and faculty were present in small numbers.

Immediately following the death of Dr. Martin Luther King in 1968, The Black Caucus was organized, and has served as the major impetus for change in human rights and dignity at the San Francisco campus. In 1968, as a direct result of Black Caucus and Black Student Union involvement, two significant changes in campus policy were made: 1) each school and program in health sciences committed itself to a minority student goal of 25% of its entering freshman class, and 2) all hiring activities were centralized in the Personnel Office and its responsibilities in this area were increased. These two changes modified the character of the campus and provided new sources of cultural and intellectual enrichment. In June 1970, the campus formally initiated its Affirmative Action program by a policy statement accompanied by guidelines to assist campus departments in setting goals.

II. POLICY

On January 5, 1973, President Hitch issued the following policy statement:

"It is the policy of the University to initiate comprehensive written affirmative action personnel programs in order to provide applicants and employees the right to equal employment opportunities. The University will not engage in discriminatory practices against any person employed or seeking employment because of race, color, religion, marital status, national origin, sex, or, within the limits imposed by law or University regulations, because of age or citizenship.

Positive efforts to further written affirmative action personnel programs must be vigorously pursued, must conform to all current legal requirements, must be consistent with University standards of quality and excellence, and must be specific in identifying areas of under-utilization and in prescribing corrective measures. The intent of the University's Affirmative Action Personnel Program is to reflect fully the spirit of the law.

There shall be a written affirmative action personnel program for each campus and laboratory of the University and for the Office of the President. Such programs shall be reviewed by the Office of the President and approved by the President before they are officially promulgated. The programs shall also be approved as to legal form by the General Counsel prior to promulgation."

III. RESPONSIBILITY FOR IMPLEMENTATION

Responsibility for implementation of the San Francisco Affirmative Action program rests with each line manager and supervisor. Through the Affirmative Action Office, the Chancellor will establish procedures for reviewing the effectiveness of the program and for monitoring conformity to it. The campus service units - Staff Personnel Office, Student Affairs Office, Academic Affairs Office, Purchasing Office, and the Architects and Engineers Office, serve as support to the line managers in the implementation of the Affirmative Action program. Appropriate documentation of efforts and performance through maintenance of records and preparation of reports will be made in order to provide periodic reports to the Office of the President as required. (See VIII, Program Progress Review.)

IV. DISSEMINATION OF POLICY

The Affirmative Action policies and procedures will be widely distributed and discussed both internally and externally within the San Francisco community. Department heads, managers, and supervisors have been informed of the University's commitment to affirmative action and of their responsibility for making supervisory and managerial judgments consistent with this policy.

The detailed manner by which the campus policy will be disseminated follows:

1. The Affirmative Action Program for the San Francisco campus will be included in the Policy and Procedures Manual of the San Francisco campus.

2. The approved program will be published in the campus newspaper, SYNAPSE, and excerpts will be included in the faculty handbook for the San Francisco campus and in a special form which will be available to all members of the campus.

3. Special meetings will be held with deans, department heads, administrators and supervisors to explain the intent of the program and their individual responsibilities for implementation.

4. Special meetings will be scheduled for all employees of the campus to discuss the Affirmative Action Program and to explain individual employee responsibilities.

5. The Affirmative Action Policy and applicable portions of the program will be included in new employee orientation, and management and supervisory training programs.

6. The policy will be disseminated to the San Francisco community-at-large as follows:

a. All recruiting sources will be informed in writing that this is an affirmative action employer.

b. A paragraph incorporating the Equal Opportunity clause and Executive Order 11246 as amended will be prepared for inclusion in all purchase orders, leases, contracts, etc.

c. Contact will be made with minority and womens' organizations, community agencies and leaders, secondary schools and colleges to inform them of this campus' Affirmative Action policy and program.

d. Prospective employees will be notified of the equal opportunity policy and the Affirmative Action Program and extracts of the program pertinent to prospective employees will be made available to them.

e. Publications with pictures will include pictures of minorities as well as non-minority men and women.

f. Contractors, sub-contractors, vendors and suppliers will be notified of the University's affirmative action policy and program.

V. ACADEMIC AFFIRMATIVE ACTION

A. In keeping with the University's policy statement, the Vice Chancellor of Academic Affairs, in consultation with the deans, members of the Academic Senate, and appropriate committees, has the responsibility to:

1. Develop, following an analysis of the academic work force, goals and timetables to improve the utilization of minorities and women when shown to be deficient.
2. Review all academic appointments and promotions to determine whether they are consistent with the University's Affirmative Action policy.
3. Design and implement internal audit and reporting systems to measure the effectiveness of the Academic Affirmative Action program.
4. Publicize the University policy related to academic hiring.
5. Maintain continuing reviews of classifications of academic positions and salary levels of the appointees therein.

B. Implementation

To implement the Academic Affirmative Action program, the deans directors, and departmental chairpersons shall:

1. Establish procedures for academic positions that will provide a diverse pool of available candidates for the position.
2. There must be a review outside of the Search Committee to assure that the search and selection processes have been performed properly. (See Appendix 2.)
3. Appointments and promotions to tenure ladder ranks shall be by merit criteria embodied in the standard of the best qualified person for the position. In selecting from among candidates equally qualified for a particular position. the appointing authority shall be mindful of affirmative action goals.

4. There should be sufficient financial flexibility within the academic system to provide special opportunities for hiring outstanding individuals who do not fit existing openings.
5. Graduates from this campus, including minorities and women, will be considered a source for future faculty positions.
6. Appointments and promotion practices will be reviewed to ensure that the simultaneous employment of members in the same family are within University policy and regulations.
7. Special efforts will be made to inform academic employees (non-Senate) of opportunities to gain new professional skills.
8. A review will be made of non-Senate leave policies.
9. Special efforts will be made to assure that academic employees, including minorities and women are provided full benefit of University policies on separation and lay-off.

VI. STAFF AFFIRMATIVE ACTION

In keeping with the President's policy statement on affirmative action, the personnel Manager, under the Vice Chancellor for Personnel and Student Services has the responsibility to:

1. Develop recruitment policies which will result in a diverse applicant pool.
2. Assure that requirements and criteria for employment and promotion are limited to those required to perform the job. These requirements should be reasonably explicit and accessible to all employees and applicants.
3. Ensure that appointments and promotions are made by merit criteria embodied in the standard of the best qualified person for the position. In selecting from among candidates equally qualified for a particular position, the appointing authority shall be mindful of affirmative action goals.

   Ensure that selection procedures follow campus policies and are consistent with affirmative action objectives.
4. Employ personnel staff who have sensitivity and commitment to affirmative action purposes.
5. Develop training programs which will provide for upgrading present skills and the development of new skills.
6. Develop an affirmative action file which will identify employees, including ethnic minorities and women, who have the competency to be promoted. This file will be a resource for recruitment to promotional positions.
7. Separations and lay-off will be in accordance with University policy.
8. Insure that benefits, including leave policies, are administered fairly.

Implementation of the staff affirmative action program will include the following elements:

1. A review of existing positions to ensure that they are properly classified and are consistent for the same position from one location to another.
2. Approved job orders and position requirements shall be made available to all persons involved in the recruiting, screening, selection and promotion process. The requirements shall be limited to those required for the performance of the job.
3. Employee tests, where used, will be properly validated.
4. Job specificiations shall not be increased for the purpose of excluding or discouraging minority and female applicants.
5. All personnel involved in the recruiting, screening, selection, promotion, disciplinary and related processes should be carefully selected and trained to insure elimination of bias in all personnel actions.
6. Techniques to improve recruitment and increase the flow of minority and female applications will be applied. (See Appendix 6.)
7. To insure that all employees, including minorities and women, are given equal opportunity for promotion, the following steps will be taken:
    a. post and otherwise circulate and announce promotional opportunities.
    b. make an inventory of current employees, including minorities and women, to determine academic skill and experience level of individual employees.
    c. monitor performance appraisal program.

d. when apparently qualified employees, including minorities and women, are passed over for promotion, require supervisory staff to submit written justification.

e. establish formal career counseling programs to include attitude development, education aid, job rotation, buddy system and similar programs.

The following is a list of University Staff Personnel Policies which directly relate to our Affirmative Action program. Local campus supplements have been developed for each of these policies.

Copies of the Staff Personnel Policies and local San Francisco campus supplements to them are available to staff employees in every departmental or divisional office, the Personnel Office and the Library.

Policy Number	Title
200	Affirmative Action and Nondiscrimination
210	Recruitment, Transfer and Promotion
250	Probationary Period
255	Performance Evaluation
260	Employee Development
270	Corrective Action
280	Appeals
300	Classification of Positions
305	Pay
410	Sick Leave
430	Leave Without Pay
500	Reduced Fee Enrollment
740	Dismissal
760	Indefinite Layoff

Staff Personnel Policy 200: AFFIRMATIVE ACTION AND NONDISCRIMINATION

*200.1 Policy

It is the policy of the University to initiate comprehensive written affirmative action personnel programs in order to provide applicants and employees the right to equal employment opportunities. The University will not engage in discriminatory practices against any person employed or seeking employment because of race, color, religion, marital status, national origin, sex, or, within the limits imposed by law or University regulations, because of age or citizenship.

Positive efforts to further written affirmative action personnel programs must be vigorously pursued, must conform to all current legal requirements, must be consistent with University standards of quality and excellence, and must be specific in identifying areas of underutilization and in prescribing corrective measures. The intent of the University's Affirmative Action Personnel Program is to reflect fully the spirit of the law.

There shall be a written affirmative action personnel program for each campus and Laboratory of the University and for the Office of the President. Such programs shall be reviewed by the Office of the President and approved by the President before they are officially promulgated. The programs shall also be approved as to legal form by the General Counsel prior to promulgation.

*Revised January 5, 1973

VII. UNDERUTILIZATION, GOALS AND TIMETABLES

A. Staff

The San Francisco campus, as of January 31, 1973, had a total staff employee population of 5,297; 4,611 career employees and 683 casual employees. Of the total number of identified employees (5,165), 41% were minorities and 69% were women. The San Francisco campus reviewed this utilization of minorities and women against the availability data on adults (ages 16 to 64) provided by the Office of the Vice President - Administration (see Tables 1 and 2). Data used for this analysis were extracted from the Public Use Sample of the 1970 United States Census provided by the U.S. Bureau of the Census and includes availability information on minorities and women for the State of California and the San Francisco/Oakland Standard Metropolitan Statistical Area.

1. Workforce Data

The information on workforce data is taken from the Sex and Ethnic Summary Reports of January 31, 1973, provided by the Office of the Vice President - Administration. Information for these reports is taken from the Master Payroll File of the San Francisco campus. The Sex and Ethnic Summary Reports contain information on the ethnic and sex composition of the campus workforce and are used (a) to set employment goals, (b) to monitor affirmative action progress, and (c) to support compliance efforts. Specific reports utilized for this analysis were PER 1027 and PER 1003. The reports summarize staff employees by job classification and Federal Occupation Code, and provide statistics by ethnic group, for men, women, or both men and women for one or more of the following categories: head count, percentage of the group who are men, women, or both, weighted average salary, and FTE. For this analysis, information on workforce data has been calculated for career employees only.

2. Occupational Categories

The occupational categories used are those established by the U.S. Department of Labor and to which all University staff titles have been assigned by the Office of the Vice President - Administration. Analysis has been completed on eight Federal Occupation Codes and does not include any sub-categories within these eight codes. The University has not yet established which University titles can be appropriately assigned to the sub-categories by similar job content, wage structure, and employment opportunities for which data on the availability of qualified minorities and women can be obtained.

3. Affirmative Action Units

For the purpose of this initial review, the San Francisco campus has been treated as a single unit. This campus, however, has been divided into eight affirmative action units (see Appendix 9). A review of the utilization of minorities and women will be done for each of the eight units using April 30, 1973 information.

4. Availability Data

The data used for this initial review is from the Public Use Sample provided by the Office of the Vice President - Administration. The statistics included availability data for both the State of California and for the San Francisco/Oakland Standard Metropolitan Statistical Area. The data did not include availability information on a national level, and, therefore, the analysis of availability to utilization for Federal Occupation Codes A and B (which are recruited nationally as well as statewide) have only been compared on a statewide basis due to the lack of national availability statistics.

5. Utilization Analysis - Procedures

(a) The total number of persons employed by UCSF in a particular occupational category is multiplied by the percentage of minority group members or women available in that category. The product is the number of minority group members or women who would be employed if our workforce precisely reflected availability.

(b) The square root of that product is then taken to determine the statistically expected numerical range for the category, within which we could reasonably expect to actually employ minority group members or women. Underutilization is recognized in any category where campus employment of minorities or women is zero or falls below the bottom of this range. When the range is zero to one and campus utilization of minorities or women is less than one, a goal of one has been set when the midpoint of the range is .500 or more.

EXAMPLE

In occupational category A, UCSF has 150 career employees. Availability data indicates that 11.2% of those in the availability pool for category A are minorities. We multiply: $150 \times .112 = 17$. The product of 17 is the number of minorities which in the campus workforce would precisely reflect availability.

We then determine the square root of that product: $\sqrt{17} = 4$. The square root is 4, from which the range is derived (plus or minus) of minority employees which the campus would reasonably expect to actually employ in category A. Hence, the expectation is to have 13 to 21 minorities employed. If the campus actually employs a number below that range, underutilization exists (Table 1).

(c) Whether or not there is an underutilization problem recognized in any campuswide occupational category, a separate determination has been made as to whether there is a disparity in the utilization of any particular minority group, or the men or women of any particular minority group, for each occupational category (Table 2). This has been accomplished as follows:

Applying the same method used to determine underutilization, a range of reasonably expected employment for each minority group, and for the men and women of each minority group, is determined for each occupational category. If the campus actually employs members of a particular minority group in a number which falls 25% or more short of the midpoint of the range, a disparity in utilization is recognized.

6. Goals and Timetables

Having established the underutilization problems of minorities and women, there has been consultation with the responsible supervisory personnel to establish goals and timetables to correct this underutilization.

It should be emphasized that while goals are required, quotas are not required nor permitted. Goals are an indicator of probable compliance and achievement, not a rigid or exclusive measure of performance. Good faith and genuine effort are the true measures of compliance with this program.

(a) Goals are expressed as an increase in head count (the actual increase in the number of persons we expect to employ) and as an increase in the percentage of the campus workforce of minorities and women in the particular occupational category.

EXAMPLE

In occupational category E, UCSF has a current utilization of 12 minorities. The expected range for category E is 16 to 25 minorities. Since we employ a number below that range, we recognize an underutilization problem.

Where underutilization occurs, goals are established to the midpoint of the range. Hence, our goal would be to increase our utilization of minorities by 9 to bring us to 21, the midpoint of the range for category E (12 + 9 = 21).

The percent increase is calculated as the increase from 12 to 21 employees in occupational category E: 21 ÷ 94 = 22.3%

12 ÷ 94 = 12.8%

22.3% - 12.8% = 9.5%. The percent increase is therefore 9.5%.

(b) Where disparity occurs in the utilization of a particular minority group, or of the men or women of a particular minority group in an occupational category, goals have also been established. Goals are expressed as an increase in head count (the actual increase in the number of persons we expect to employ) and as an increase in the percentage of the campus workforce of minorities and women in the particular occupational category where disparity has been recognized.

EXAMPLE

In occupational category A, UCSF has a current utilization of 3 Mexican/Spanish Americans. The expected range for Mexican/Spanish Americans in category A is 7 to 13. Since we employ a number that falls 25% or more below the midpoint of the range, we recognize disparity.

Where disparity occurs, goals are established to the midpoint of the range. Hence, our goal would be to increase our utilization of Mexican/Spanish Americans by 7 to bring us to 10, the midpoint of the range (3 + 7 = 10).

The percent increase is calculated as the increase from 3 to 10 Mexican/Spanish American employees in occupational category A: 10 ÷ 150 = 6.7%

3 ÷ 150 = 2.0%

6.7% - 2.0% = 4.7%. The percent increase is therefore 4.7%.

(c) Timetables within which these goals are to be met were determined from the number of projected appointments per year. This number includes the total of projected turnover and new positions expected. Goals and timetables will be periodically reviewed and progress reports with appropriately adjusted goals will be made semi-annually.

(d) As a general guide, if the average number of projected appointments for an FOC is at least five times the underutilization or disparity, the goal should be attained within one or two years. If the average number of projected appointments for an FOC is less than five times the underutilization or disparity, the attainment of the goal may require a longer period of time.

The estimated annual turnover in each FOC to be filled is:

Federal Occupation Code	Average No. of Projected Appointments
A. Officials and Managers	32
B. Professionals	523
C. Technicians	112
D. Office and Clerical	685
E. Crafts	---*
F. Operatives	2
G. Laborers	8
H. Service Workers	182

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*No estimate is available until the nature of future agreements with unions is known. Based on past experience, two to four vacancies a year can be expected.

MODIFIED FEDERAL OCCUPATION CODES FOR STAFF EMPLOYEES

(BY TITLE CODE)

Federal Occupation Code	Occupational Categories
A. Officials and Managers	~~A3 (Management Program)~~ ~~A2 High Administrators (Classified Series)~~ ~~A1 Middle Administrators (Classified Series)~~ ~~A0 Low Administrators (Classified Series)~~
B. Professionals	~~B2 High Professionals~~ ~~B1 Middle Professionals~~ ~~B0 Low Professionals~~
C. Technicians	~~C2 High Technicians~~ ~~C1 Middle Technicians~~ ~~C0 Low Technicians~~
D. Office and Clerical	~~D2 High Office and Clerical~~ ~~D1 Middle Office and Clerical~~ ~~D0 Low Office and Clerical~~
E. Crafts	~~E2 High Crafts~~ ~~E1 Middle Crafts~~ ~~E0 Low Crafts~~
F. Operatives	~~F2 High Operatives~~ ~~F1 Middle Operatives~~ ~~F0 Low Operatives~~
G. Laborers	~~G2 High Laborers~~ ~~G1 Middle Laborers~~ ~~G0 Low Laborers~~
H. Service Workers	~~H2 High Service Workers~~ ~~H1 Middle Service Workers~~ ~~H0 Low Service Workers~~

TABLE 1 SAN FRANCISCO CAMPUS: Ethnic & Sex Summary
Staff Availability to Utilization

Source: PER 1027
1/31/73

FEDERAL OCCUPATION CATEGORY	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
A Officials and Managers						
Minorities*	150	.112	35	13-21		
Women	150	.160	53	19-29		
B Professionals						
Minorities	1,465	.137	231	187-215		
Women	1,465	.305	1,167	426-468		
C Technicians						
Minorities	508	.247	234	114-137		
Women	508	.398	289	188-216		
D Office and Clerical						
Minorities	1,514	.208	501	297-333		
Women	1,514	.769	1,290	1,130-1,198		
E Crafts						
Minorities	94	.221	12	16-25	9 (9.5%)	1984
Women	94	.041	--	2-6	4 (4.3%)	1978
F Operatives						
Minorities	24	.255	13	4-9		
Women	24	.021	--	0-1	1 (4.2%)	1976
G Laborers						
Minorities	50	.435	27	17-26		
Women	50	.034	24	0-3		
H Service Workers						
Minorities	710	.371	537	247-280		
Women	710	.426	366	285-320		

*Minorities include: Blacks, Asians, American Indians, and Mexican/Spanish Americans

TABLE 2 S FRANCISCO CAMPUS: Ethnic & Sex Summary
Staff Availability of Utilization: Disparity

Source: PER 1027
1/31/73

FEDERAL OCCUPATION CATEGORY	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
A Officials and Managers						
Black - total	150	.024	23	2-5		
Men	150	.016	15	1-4		
Women	150	.008	8	0-2		
Asian - total	150	.019	9	1-5		
Men	150	.017	6	1-4		
Women	150	.002	3	0-1		
American Indian - total	150	.002	--	0-1		
Men	150	.001	--	0-1		
Women	150	.0004	--	0		
Mex/Span American - total	150	.067	3*	7-13	7 (4.7%)	1974
Men	150	.057	3*	6-11	6 (4.0%)	1974
Women	150	.010	--*	0-3	2 (1.3%)	1974
Other Non-white - total	150	.004	4	0-1		
Men	150	.003	3	0-1		
Women	150	.002	1	0-1		
B Professionals						
Black - total	1,465	.036	74	45-60		
Men	1,465	.018	26	21-32		
Women	1,465	.018	48	21-32		
Asian - total	1,465	.039	140	50-65		
Men	1,465	.030	37	37-51		
Women	1,465	.009	103	10-17		
American Indian - total	1,465	.002	1*	1-5	2 (.1%)	1974
Men	1,465	.001	--*	0-3	1 (.1%)	1974
Women	1,465	.001	1	0-3		
Mex/Span American - total	1,465	.060	16*	79-97	72 (4.9%)	1975
Men	1,465	.043	6*	55-71	57 (3.9%)	1974
Women	1,465	.017	10*	20-30	15 (1.0%)	1974

*Disparity exists where utilization falls 25% or more below midpoint of range

TABLE 2 S FRANCISCO CAMPUS: Ethnic & Sex Summary
Staff Availability to Utilization: Disparity

Source: PER 1027
1/31/73

	FEDERAL OCCUPATION CATEGORY	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
B	Other Non-white - total	1,465	.011	68	12-20		
	Men	1,465	.006	18	6-12		
	Women	1,465	.006	50	6-12		
C	Technicians						
	Black - total	508	.097	183	42-56		
	Men	508	.032	60	12-20		
	Women	508	.065	123	27-39		
	Asian - total	508	.065	27	27-39		
	Men	508	.043	14*	17-27		
	Women	508	.022	13	8-15	8 (1.5%)	1974
	American Indian - total	508	.004	1*	1-3	1 (.2%)	1974
	Men	508	--	1	---		
	Women	508	.004	--*	1-3	2 (.4%)	1974
	Mex/Span American - total	508	.082	23*	35-48	19 (3.8%)	1974
	Men	508	.054	12	22-33	15 (2.9%)	1974
	Women	508	.029	11	11-19	4 (.8%)	1974
	Other Non-white - total	508	.029	40	11-19		
	Men	508	.014	28	4-10		
	Women	508	.014	12	4-10		
D	Office and Clerical						
	Black - total	1,514	.076	301	104-126		
	Men	1,514	.024	41	30-42		
	Women	1,514	.052	260	70-88		
	Asian - total	1,514	.051	107	68-86		
	Men	1,514	.013	21	15-24		
	Women	1,514	.038	86	50-65		
	American Indian - total	1,514	.003	7	2-7		
	Men	1,514	.001	3	0-3		
	Women	1,514	.002	4	1-5		

* Disparity exists where utilization falls 25% or more below midpoint of range.

TABLE 2 SAN FRANCISCO CAMPUS : Ethnic & Sex Summary
Staff Availability to Utilization : Disparity

Source: PER 1027
1/31/73

FEDERAL OCCUPATION CATEGORY	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
D Mex/Span American - total	1,514	.078	86*	107-129	32 (2.1%)	1974
Men	1,514	.024	26*	30-42	10 (.7%)	1974
Women	1,514	.055	60*	74-92	23 (1.5%)	1974
Other Non-white - total	1,514	.027	54	34-47		
Men	1,514	.009	20	10-17		
Women	1,514	.018	34	22-32		
E Crafts						
Black - total	94	.068	9	4-9		
Men	94	.066	9	4-9		
Women	94	.002	--	0-1		
Asian - total	94	.022	--*	1-4	2 (2.1%)	1976
Men	94	.022	--*	1-4	2 (2.1%)	1976
Women	94	---	--	---		
American Indian - total	94	.005	--	0-1		
Men	94	.002	--	0-1		
Women	94	.002	--	0-1		
Mex/Span American - total	94	.127	3*	8-15	9 (9.6%)	1984
Men	94	.125	3*	8-15	9 (9.6%)	1984
Women	94	.001	--	---		
Other Non-white - total	94	.012	1	0-2		
Men	94	.012	1	0-2		
Women	94	---	--	---		
F Operatives						
Black -total	24	.090	13	1-4		
Men	24	.090	13	1-4		
Women	24	---	--	---		
Asian - total	24	.035	--*	0-2	1 (4.2%)	1976
Men	24	.032	--*	0-2	1 (4.2%)	1976
Women	24	.002	--	---		

* Disparity exists where utilization falls 25% or more below midpoint of range

TABLE 2 S FRANCISCO CAMPUS: Ethnic & Sex Summary
Staff Availability to Utilization: Disparity

Source: PER 1027
1/31/73

	FEDERAL OCCUPATION CATEGORY	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
F	American Indian - total	24	.007	--	0-1		
	Men	24	.007	--	0-1		
	Women	24	---	--	---		
	Mex/Span American - total	24	.123	--*	1-5	3 (12.5%)	1981
	Men	24	.123	--*	1-5	3 (12.5%)	1981
	Women	24	---	--	---		
	Other Non-white - total	24	.007	1	0-1		
	Men	24	.007	1	0-1		
	Women	24	---	--	---		
G	Laborers						
	Black - total	50	.279	18	10-18		
	Men	50	.279	8*	10-18	6 (12.0%)	1977
	Women	50	---	10	---		
	Asian - total	50	.027	2	0-3		
	Men	50	.027	2	0-3		
	Women	50	---	--	---		
	American Indian - total	50	---	--	---		
	Men	50	---	--	---		
	Women	50	---	--	---		
	Mex/Span American - total	50	.129	7	4-9		
	Men	50	.129	4*	4-9	2 (4.0%)	1975
	Women	50	--	3	---		
	Other Non-white - total	50	.014	5	0-2		
	Men	50	.014	2	0-2		
	Women	50	---	3	---		
H	Service Workers						
	Black - total	710	.179	466	116-138		
	Men	710	.097	198	61-77		
	Women	710	.081	268	50-65		

*Disparity exists where utilization falls 25% or more below midpoint of range

TABLE 2 S FRANCISCO CAMPUS: Ethnic & Sex Summary
Staff Availability to Utilization: Disparity

Source: PER 1027
1/31/73

	FEDERAL OCCUPATION CATEGORY	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
H	Asian - total	710	.080	17*	49-64	40 (5.6%)	1975
	Men	710	.055	9*	33-45	30 (4.2%)	1974
	Women	710	.025	8*	14-22	10 (1.4%)	1974
	American Indian - total	710	.001	6	0-2		
	Men	710	.001	2	0-2		
	Women	710	---	4	---		
	Mex/Span American - total	710	.112	48*	71-88	32 (4.5%)	1975
	Men	710	.067	24*	41-54	24 (3.4%)	1975
	Women	710	.045	24*	26-38	8 (1.1%)	1974
	Other Non-white - total	710	.035	91	20-30		
	Men	710	.017	64	9-16		
	Women	710	.019	27	10-17		

*Disparity exists where utilization falls 25% or more below midpoint of range

B. Academic

The San Francisco campus, as of January 31, 1973, had a total academic population of 1,533. Of this total, 10.6% were minorities and 24.6% were women.

1. Workforce Data

The information on workforce data is taken from the Sex and Ethnic Summary Reports of January 31, 1973, provided by the Office of the Vice President - Administration. Information for these reports is taken from the Master Payroll File of the San Francisco campus. The Sex and Ethnic Summary Reports contain information on the ethnic and sex composition of the campus workforce and are used (a) to set employment goals, (b) to monitor affirmative action progress, and (c) to support compliance efforts. Specific reports utilized were PER 1010 and PER 1012. The reports summarize academic employees by academic group and by title and provide statistics, by ethnic group, for men, women, or both men and women for one or more of the following categories: head count, percentage of the group who are men, women, or both, weighted average salary, and FTE. For this analysis, information on workforce data has been calculated for all academic titles, excluding, however, instructional assistants, who are usually students.

2. Availability Data

Availability data for academic personnel was taken from a variety of sources. Availability data for clinical departments in the School of Medicine are taken as the number of residents in various specialties on duty on September 1, 1970, in hospitals associated with U.S. medical schools. (Medical Education in the United States, 1970-71, Journal of the American Medical Association, Vol. 218, No. 8, November 22, 1971.) The study yields data only for residents who are black U.S. citizens and residents who are women. A separate tabulation for faculty members in medicine generally is available in the Carnegie/ACE Faculty Survey, 1969, according to which black faculty members comprise 1.51%, other minorities 1.85%, and women

5.17%. Thus, the number of blacks and the number of other minorities are found to be approximately equal. This suggests that the availability based on blacks should only be multiplied by two if all minorities are to be considered.

Separate tabulations for minorities by discipline were not available for the basic sciences in the School of Medicine. For the purpose of establishing availability for minorities in these departments, the Carnegie/ACE Faculty Survey, 1969, was used under the classification of All Doctorates in Health Fields, and the same percentages are used for each of these departments. For women in the basic sciences in the School of Medicine, availability figures by discipline are taken from the number of "Doctorates Awarded from 1920 to 1971 by Subfield of Doctorate, Sex and Decade", published by the National Research Council, Office of Scientific Personnel, Doctorate Records File. The availability figures used here represent the percent of doctorates awarded to women in FY 1970-1971. These figures indicate the number of Ph.D. degrees granted, while the Carnegie/ACE tables indicate the composition of faculties in departments.

For recruitment of faculty members in the School of Dentistry, the pool has been assumed to be represented by the graduates from all U.S. Schools of Dentistry for the years 1971 and 1972, the latter being based on racial and sex breakdown in the fourth year. These data are collected by the Division of Educational Measurements, Council on Dental Education, American Dental Association.

For purposes of this analysis, the numbers of academic appointees in the School of Nursing has been broken down into the main body of nursing faculty and the group represented by the Department of Social and Behavioral Sciences. Availability for the first, consisting of professional nurses with advanced degrees and/or specialized training, is taken from the Carnegie/ACE listing for Nursing, All Faculty, regardless of degree. The appointees in the Department of Social and Behavioral Sciences includes a core faculty of (non-nurse) sociologists and psychologists with doctoral degrees. For minorities, the Cargegie/ACE list for doctoral sociologists and psychologists are deemed to represent the appropriate pool for recruitment in this department. For women, we have used availability figures from the National Research Council's "Doctorates Awarded from 1920 to 1971 by Subfield of Doctorate, Sex and Decade". The figures used here represent the number of women granted doctorates in Sociology and Psychology in FY 1970-1971.

We have been informed by Dean Jere E. Goyan that the American Association of Colleges of Pharmacy is just now initiating a study of availability data of new graduates and advanced degrees conferred in Pharmacy which will not be completed before 1974. Meanwhile, because of our belief that the recruitment pool includes personnel with doctoral training in chemistry or pharmaceutical chemistry, we approximate the availability for minorities by the use of the Carnegie/ACE study under the classification of Chemistry. For women, we have used availability figures from the National Research Council's "Doctorates Awarded from 1920 to 1971 by Subfield of Doctorate, Sex and Decade". The figures used here represent the number of women granted doctorates in Pharmacy in FY 1970-1971.

We have approximated availability for minorities and women in miscellaneous departments or institutes by using availability figures extracted from the Public Use Sample of the 1970 U.S. Census, provided by the U.S. Bureau of the Census. We have used figures for Federal Occupational Code B, Professionals, in the State of California, since this is the only data we have been able to obtain, although professionals are recruited nationally as well as on a statewide basis.

4

3. Utilization Analysis

Utilization figures are taken on the basis of the head count by department of all academic employees except positions which are normally filled by students. Spot check of several departments of the total ethnic/sex breakdown in the regular ranks faculty appointees (Assistant Professor, Associate Professor, Professor) shows lower proportion of minorities and women than that of all academic appointments. It would not be significant at this time to break out regular ranks faculty appointees as separate utilization tables because of the different practices and significance of the various titles from one department to another. However, such an analysis will be done pending implementation by the Office of the Vice President - Administration of a modified sort selection code comparing current academic groups and ranks by tenure and non-tenured ranks. Additionally, an analysis of substantial disparity has not been included. Such an analysis will be done, however, as we continue to update and develop availability data which includes more comprehensive information on Blacks, Asians, American Indians, and Mexican/Spanish Americans by disciplines.

(a) The total number of academic personnel (excluding instructional assistants) in a particular department is multiplied by the percentage of minority group members or women available in the discipline. The product is the number of minority group members or women who would be employed if our workforce precisely reflected availability.

(b) The square root of that product is then taken to determine the statistically expected numerical range for the department, within which we could reasonably expect to actually employ minority group members or women. Underutilization is recognized in any department where the employment of minorities or women is zero or falls below the bottom of this range. When the range is zero to one and utilization of minorities or women is less than one, a goal of one has been set when the midpoint of the range is .500 or more.

EXAMPLE

In the Department of Dermatology we employ a total of 17 academic employees. Availability data indicates that 34.2% of those in the availability pool for Dermatology are minorities. We multiply 17 x .0342 = 0.581. The product of .581 is the number of minorities which, in the Department of Dermatology would precisely reflect availability. We then determine the square root of that product: $\sqrt{0.581} = 0.762$. The square root is .762, from which the range is derived (plus or minus) of minority employees which the Department of Dermatology would reasonably expect to actually employ. Hence, the range is 0 to 1. When the range is zero to one and utilization of minorities or women is less than one, a goal of one has been set when the midpoint of the range is .500 or more.

4. Goals and Timetables

Where underutilization exists, goals and timetables have been established to correct this underutilization.

It should be emphasized that while goals are required, quotas are not required nor permitted. Goals are an indicator of probable compliance and achievement, not a rigid or exclusive measure of performance. Good faith and genuine effort are the true measures of compliance with this program.

(a) Goals are expressed as an increase in head count (the actual increase in the number of persons we expect to employ) and as an increase in the percentage of the department's workforce of minorities or women.

EXAMPLE

In the Department of Anesthesia, we currently employ 2 women. The expected range for the department is 3 to 7 women. Since we employ a number below that range, we recognize an underutilization problem.

Where underutilization occurs, goals are established to the midpoint of the range. Hence, our goal would be to increase our utilization of women by 3 to bring us to 5, the midpoint of the range for women in Anesthesia (2 + 3 = 5).

The percent increase is calculated as the increase from 2 to 5 employees in Anesthesia: 5 ÷ 26 = 19.2%

2 ÷ 26 = 7.7%

19.2% - 7.7% = 11.5%. The percent increase is therefore 11.5%.

(b) In those departments where the utilization of minorities or women is less than one and the range indicating availability is zero to one, a goals of one has been set when the midpoint of the range is .500 or more. However, in those departments where the utilization of minorities or women falls below the expected range and the total head count in the department is less than five, no goals have been set. When vacancies occur in these departments, search and selection procedures will be carefully monitored to ensure conformity with affirmative action objectives.

(c) Timetables within which these goals are to be met were determined from the number of projected appointments per year. This number includes the total of projected turnover and new positions expected. Goals and timetables will be periodically reviewed and will be adjusted as the availability of minorities and women increase and as their employment in the university workforce changes.

UNIVERSITY OF CALIFORNIA
ACADEMIC GROUPS*

GROUPS	CODES
1. Academic Administrative Officers	
1. Deans & Provosts	110
2. Directors	120
3. Coordinator-Adminstrator	130
4. Academic-Administrators	140
5. Other Administrators (e.g., Head of ____ Program Director-Scripps, etc.)	150
2. Teaching Faculty	
1. Professor & Equivalent-Regular	210#
2. Professor & Equivalent-Temporary	
1. Acting, Visiting, Recalled to Active Duty (Emeritus)	221
2. Clinical	222
3. In Residence	223
4. Adjunct	224
3. Other Faculty	
1. Lecturer and Senior Lecturer with Security of Employment	231
2. Lecturer and Senior Lecturer without Security of Employment	232
3. Associate	233
3. Instructional Assistants	
1. Students	310
2. Other	320
3. Interns and Residents	330
6. Research	
1. Professional Research	
1. Professor Equivalent - Regular (e.g., Astronomers and Agronomists)	611#
2. Professor Equivalent - Temporary (e.g., Astronomers and Agronomists)	612
3. Other Professional Research (e.g., Field Program Supervisor, Miller Institute Professor, etc.)	613
4. Postgraduate Research	614
2. Specialist	620
3. Research Assistant (students)	630
9. Other Academic Staff	
1. Librarians	910
2. Agricultural Extension	920
3. University Extension	
1. Continuing	931
2. Temporary	932
9. Miscellaneous/Supplemental	
1. Miscellaneous	990
2. Supplemental	999

*The category not designated by Academic Group Code (Titles Unidentified-Uncoded) covers those academic employees not counted due to the data collection and retrieval errors.

#Subgroups 10 and 20 or Full Professor & Equivalent Rank and Associate Professor and Equivalent Rank hold tenure.

TABLE 3. SAN FRANCISCO CAMPUS: Ethnic and Sex Summary
Academic Availability to Utilization

Sources. FER 1010 & 1012
1/31/73

UNIT CODE	School/Department School of Medicine Clinical Departments	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
020	Anaesthesia						
	Minorities^{1}	26	$.0173^{2}$	0	0-1		
	Women	26	$.1893^{2}$	2	3-7	3 (11.5%)	7/76
030	Pathology						
	Minorities^{1}	15	$.0154^{2}$	0	0-1		
	Women	15	$.1950^{2}$	2	1-5		
080	Clin. Path & Lab Med.						
	Minorities^{1}	19	$.0154^{2,3}$	0	0-1		
	Women	19	$.1950^{2,3}$	2	2-6		
040	Amb. & Comm. Med.						
	Minorities^{1}	34	$.0191^{2,4}$	1	0-1		
	Women	34	$.0776^{2,4}$	7	1-4		
045	Medicine, General						
	Minorities^{1}	96	$.0191^{2}$	1	0-3		
	Women	96	$.0776^{2}$	11	5-10		
100	International Health						
	Minorities^{1}	22	$.0191^{2,4}$	0	0-1		
	Women	22	$.0776^{2,4}$	4	0-3		
050	Dermatology						
	Minorities^{1}	17	$.0342^{2}$	0	0-1	1 (5.9%)	7/77
	Women	17	$.0838^{2}$	2	0-3		

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1. Availability and utilization data for minorities are for Blacks only, unless otherwise noted; figures for other minorities (Asians, American Indians and Mexican/Spanish Americans) in the disciplines indicated are not available.
2. Source for availability data: "Medical Education in the United States, 1970-1971", Journal of the American Medical Association, Volume 218, No. 8, November 22, 1971. Figures indicate residencies occupied by Blacks and women in hospitals affiliated with medical schools for the year 1970
3. Availability data for Pathology used here.
4. Availability data for General Medicine used here.

TABLE 3. [illegible] FRANCISCO CAMPUS: Ethnic & Sex Summary
Academic Availability to Utilization

Sources: PER 1010 & [illegible]12
1/31/73

UNIT CODE	School/Department School of Medicine: Clinical Departments	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
060	Neurology						
	Minorities[1]	18	.0118[2]	0	0-1		
	Women	18	.0617[2]	4	0-2		
065	OBS/GYN						
	Minorities[1]	13	.0244[2]	0	0-1		
	Women	13	.1050[2]	2	0-3		
070	Ophthalmology						
	Minorities[1]	16	.0179[2]	1	0-1		
	Women	16	.0439[2]	0	0-2	1 (6.3%)	7/77
085	Pediatrics						
	Minorities[1]	55	.0170[2]	0	0-2	1 (1.8%)	7/76
	Women	55	.2947[2]	15	12-20		
105	Psychiatry						
	Minorities[1]	53	.0198[2]	1	0-2		
	Women	53	.1350[2]	14	4-10		
110	Radiology						
	Minorities[1]	48	.0105[2]	2	0-1		
	Women	48	.0740[2]	5	2-5		
115	Surgery						
	Minorities[1]	38	.0157[2]	2	0-1		
	Women	38	.0228[2]	4	0-2		

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[1] Availability and utilization data for minorities are for Blacks only, unless otherwise noted; figures for other minorities (Asians, American Indians and Mexican/Spanish Americans) in the disciplines indicated are not available.

[2] Source for availability data: "Medical Education in the United States, 1970-1971", Journal of the American Medical Association, Volume 218, No. 8, November 22, 1971. Figures indicate residencies occupied by Blacks and women in hospitals affiliated with medical schools for the year 1970.

TABLE 3. [illegible] FRANCISCO CAMPUS: Ethnic and Sex Summary
Academic Availability to Utilization

Sources: PER 1010 & 1012
1/31/73

UNIT CODE	School/Department School of Medicine: Clinical Departments	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
120	Neurosurgery						
	Minorities[1]	16	.0230[2]	0	0-1		
	Women	16	.0706[2]	0	0-2	1 (6.3%)	7/76
125	Otolaryngology						
	Minorities[1]	21	.0046[2]	1	0		
	Women	21	.0575[2]	8	0-2		
130	Urology						
	Minorities[1]	4	.0119[2]	0	0		
	Women	4	.0043[2]	0	0		
075	Orthopaedic Surgery						
	Minorities[1]	18	.0162[2]	0	0-1		
	Women	18	.0390[2]	0	0-2	1 (5.6%)	7/76
145	Physical Medicine & Rehabilitation						
	Minorities[1]	6	.0228[2]	0	0-1		
	Women	6	.1987[2]	5	0-2		

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1. Availability and utilization data for minorities are for Blacks only, unless otherwise noted; figures for other minorities (Asians, American Indians and Mexican/Spanish Americans) in the disciplines indicated are not available.
2. Source for availability data: "Medical Education in the United States, 1970-1971", Journal of the American Medical Association, Volume 218, No. 8, November 22, 1971. Figures indicate residencies occupied by Blacks and women in hospitals affiliated with medical schools for the year 1970.

TABLE 3. FRANCISCO CAMPUS: Ethnic and Sex Summary
Academic Availability to Utilization

Sources: PER 1010 & 1012
1/31/73

UNIT CODE	School/Department School of Medicine: Basic Science Depts.	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
015	Anatomy						
	Minorities	29	.0366[5]	3[6]	0-2		
	Women	29	.1900[7]	5	3-8		
025	Biochemistry						
	Minorities	51	.0366[5]	7[6]	1-3		
	Women	51	.1760[8]	12	6-12		
055	Microbiology						
	Minorities	18	.0366[5]	0[6]	0-1	1 (5.6%)	7/75
	Women	18	.1840[9]	7	1-5		
090	Pharmacology						
	Minorities	20	.0366[5]	6[6]	0-2		
	Women	20	.1180[10]	5	1-3		
095	Physiology						
	Minorities	25	.0366[5]	2[6]	0-2		
	Women	25	.1420[11]	4	2-5		

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[5] Source for availability data: Carnegie/ACE Faculty Survey Data, 1969. Availability figure is for Blacks and other minorities in Health Fields (all doctorates, quality I to VI).

[6] Utilization figure is for Blacks, Asians, American Indians, Mexican/Spanish Americans and other non-whites.

[7] Source for availability data: "Doctorates Awarded from 1920 to 1971 by Subfield of Doctorate, Sex and Decade", National Research Council, Office of Scientific Personnel, Doctorate Records File, page 6. Availability figure is for women who received doctorates in Anatomy in fiscal year 1970-71.

[8] Ibid. Availability figure is for women who received doctorates in Biochemistry in fiscal year 1970-71.

[9] Ibid. Availability figure is for women who received doctorates in Microbiology in fiscal year 1970-71.

[10] Source for availability data: "Doctorates Awarded from 1920 to 1971 by Subfield of Doctorate, Sex and Decade", National Research Council, Office of Scientific Personnel, Doctorate Records File, page 8. Availability figure is for women who received doctorates in Pharmacology in fiscal year 1970-71.

[11] Ibid., page 6. Availability figure is for women who received doctorates in Physiology in fiscal year 1970-71.

TABLE 3. FRANCISCO CAMPUS: Ethnic and Sex Summary
Academic Availability to Utilization

Sources: PER 1010 & 1012
1/31/73

UNIT CODE	School/Department	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
005	School of Dentistry						
	Minorities	174	.0481[12]	19[6]	5-11		
	Women	174	.0200[13]	14	2-5		
150	School of Nursing						
	Minorities	107	.0292[14]	13[6]	1-5		
	Women	107	.9600[15]	112	93-113		
	Social & Behav Sci.						
	Minorities	20	.0214[16]	2[6]	0-1		
	Women	20	.2308[17]	15	2-7		
155	School of Pharmacy						
	Minorities	70	.0362[18]	17[6]	1-4		
	Women	70	.0520[19]	6	2-6		

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6. Utilization figure is for Blacks, Asians, American Indians, Mexican/Spanish Americans and other non-whites.
12. Source for availability data: "Minority Student Enrollment and Opportunities in U. S. Dental Schools, 1971-72", Division of Educ. Measurements, Council on Dental Education, American Dental Association, pages 7 and 9. Availability figure is for Blacks, Asians, American Indians, Mexican/Spanish Americans and other non-whites.
13. Source for availability data: "Annual Report on Dental Education", American Dental Association, 1971.
14. Source for availability data: Carnegie/ACE Faculty Survey Data, 1969. Availability figure is for Blacks and other minorities (all faculty, quality I to VI).
15. Ibid. Availability figure is for women (all faculty, quality I to VI).
16. Ibid. Availability figure is for Blacks and other minorities (all doctorates, quality I to VI) in Social Sciences and Psychology.
17. Source for availability data: "Doctorates Awarded from 1920 to 1971 by Subfield of Doctorate, Sex and Decade", National Research Council, Office of Scientific Personnel, Doctorate Records File, pages 8 and 9. Availability figure is for women who received doctorates in Sociology and Psychology in fiscal year 1970-71.
18. Source for availability data: Carnegie/ACE Faculty Survey Data, 1969. Availability figure is for Blacks and other minorities in Chemistry (all doctorates, quality I to VI).
19. Source for availability data: "Doctorates Awarded from 1920 to 1971 by Subfield of Doctorate, Sex and Decade", National Research Council, Office of Scientific Personnel, Doctorate Records File, page 8. Availability figure is for women who received doctorates in Pharmacy in fiscal year 1970-71.

TABLE 3. AN FRANCISCO CAMPUS: Ethnic and Sex Summary
Academic Availability to Utilization

Sources: PER 1010 & 1012
1/31/74

UNIT CODE	School/Departments Miscellaneous Depts or Institutes:	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
557	Services to LPNI[21]						
	Minorities	2	.137[20]	-	0-1		
	Women	2	.305[20]	1	0-1		
640	Lab of Radiobiology						
	Minorities	4	.137[20]	1	0-1		
	Women	4	.305[20]	2	0-2		
620	Hormone Research Lab						
	Minorities	16	.137[20]	6	1-4		
	Women	16	.305[20]	3	3-7		
035	Hist of Health Sci[21]						
	Minorities	3	.137[20]	-	0-1		
	Women	3	.305[20]	-	0-2		
515	Hooper Foundation						
	Minorities	12	.137[20]	1	0-3		
	Women	12	.305[20]	3	2-6		
510	Med Information Sys[21]						
	Minorities	1	.137[20]	-	0-1		
	Women	1	.305[20]	-	0-1		
520	Clinical Labs, SFGH[21]						
	Minorities	2	.137[20]	-	0-1		
	Women	2	.305[20]	-	0-1		
525	Dialysis, SFGH[21]						
	Minorities	3	.137[20]	-	0-1		
	Women	3	.305[20]	1	0-2		

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[20] Source for availability data: Public Use Sample, State of California, 1970 U.S. Census. Availability figures are for minorities and women in Federal Occupation Category B, Professionals.

[21] In those departments where the utilization of minorities or women falls below the expected range and the total head count is less than 5, no goals have been set. When vacancies occur in these departments, search and selection procedures will be carefully monitored to ensure conformity with affirmative action objectives.

TABLE 3. FRANCISCO CAMPUS: Ethnic and Sex Summary
Academic Availability to Utilization

Sources: PER 1010 & 1012
1/31/73

UNIT CODE	School/Departments Miscellaneous Depts or Institutes:	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
535	Metabolic Steroid Lab						
	Minorities	7	.137[20]	1	0-2		
	Women	7	.305[20]	-	1-4	2 (28.6%)	7/77
540	Cardiovascular Res Inst						
	Minorities	46	.137[20]	8	4-9		
	Women	46	.305[20]	14	10-18		
555	Physiol Res Unit[21]						
	Minorities	1	.137[20]	--	0-1		
	Women	1	.305[20]	--	0-1		
605	Gen Clin Res Center						
	Minorities	5	.137[20]	1	0-2		
	Women	5	.305[20]	1	0-3		
610	Clin Study Cent, SFGH[21]						
	Minorities	1	.137[20]	--	0-1		
	Women	1	.305[20]	--	0-1		
635	Cancer Res Institute						
	Minorities	15	.137[20]	1	1-4		
	Women	15	.305[20]	5	2-7		
725	Regional Med Programs						
	Minorities	9	.137[20]	2	0-2		
	Women	9	.305[20]	4	1-4		
740	Student Health[21]						
	Minorities	1	.137[20]	--	0-1		
	Women	1	.305[20]	--	0-1		

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[20] Source for availability data: Public Use Sample, State of California, 1970 U.S. Census. Availability fugures are for minorities and women in Federal Occupation Category B, Professionals.

[21] In those departments where the utilization of minorities or women falls below the expected range and the total head count is less than 5, no goals have been set. When vacancies occur in these departments, search and selection procedures will be carefully monitored to ensure conformity with affirmative action objectives.

TABLE 3. [illegible] FRANCISCO CAMPUS: Ethnic and Sex Summary
Academic Availability to Utilization

Sources: PER 1010 & 1012
1/31/73

UNIT CODE	School/Department Miscellaneous Depts or Institutes:	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
010	Dean's Office						
	Minorities	8	.137[20]	2	0-2		
	Women	8	.305[20]	3	1-4		
160	Pharmaceutical Tech[21]						
	Minorities	2	.137[20]	1	0-1		
	Women	2	.305[20]	--	0-1		
170	Graduate Division[21]						
	Minorities	1	.137[20]	--	0-1		
	Women	1	.305[20]	--	0-1		
220	Clin Laboratories[21]						
	Minorities	4	.137[20]	--	0-1		
	Women	4	.305[20]	--	0-2		
280	Outpatient Clinics[21]						
	Minorities	1	.137[20]	--	0-1		
	Women	1	.305[20]	--	0-1		
310	Hosp Administration[21]						
	Minorities	1	.137[20]	--	0-1		
	Women	1	.305[20]	1	0-1		
135	CORT						
	Minorities	6	.137[20]	--	0-2	1 (16.7%)	7/76
	Women	6	.305[20]	4	0-3		

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20. Source for availability data: Public Use Sample, State of California, 1970 U. S. Census. Availability figures are for minorities and women in Federal Occupation Category B, Professionals.

21. In those departments where the utilization of minorities or women falls below the expected range and the total head count is less than 5, no goals have been set. When vacancies occur in these departments, search and selection procedures will be carefully monitored to ensure conformity with affirmative action objectives.

TABLE 3. N FRANCISCO CAMPUS: Ethnic and Sex Summary
Academic Availability to Utilization

Sources: PER 1010 & 101
1/31/73

UNIT CODE	School/Department Miscellaneous Depts or Institutes:	Head Count	Fraction Available	Utilization	Expected Range	Goal (% Increase)	Timetable
175	Information Systems[21]						
	Minorities	4	.137[20]	--	0-1		
	Women	4	.305[20]	--	0-2		
565	Vivarium[21]						
	Minorities	4	.137[20]	1	0-1		
	Women	4	.305[20]	--	0-2		
630	Proctor Foundation						
	Minorities	9	.137[20]	3	0-2		
	Women	9	.305[20]	3	1-4		
705	Library						
	Minorities	17	.137[20]	1	1-4		
	Women	17	.305[20]	14	3-7		
710	Continuing Education[21]						
	Minorities	3	.137[20]	--	0-1		
	Women	3	.305[20]	--	0-2		
720	Chancellor's Office[21]						
	Minorities	1	.137[20]	--	0-1		
	Women	1	.305[20]	--	0-1		
760	Chancellor's Office-Staff Services[21]						
	Minorities	1	.137[20]	--	0-1		
	Women	1	.305[20]	--	0-1		

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[20] Source for availability data: Public Use Sample, State of California, 1970 U.S. Census. Availability figures are for minorities and women in Federal Occupation Category B, Professionals.

[21] In those departments where the utilization of minorities or women falls below the expected range and the total head count is less than 5, no goals have been set. When vacancies occur in these departments, search and selection procedures will be carefully monitored to ensure conformity with affirmative action objectives.

VIII. PROGRAM PROGRESS REVIEW

The responsibility for review of departmental progress rests with the department head. The Departmental Affirmative Action Committee is a resource which should be utilized in this review. Review of progress should be completed at least twice annually. The campus is required to submit progress reports to the Office of the President for the periods ending January 31 and June 30. Departmental reviews should be timed so that this requirement can be met.

The review by the department should include a review of:

1. Appointments during the previous six month period to determine whether departmental affirmative action objectives are being met wherever possible.
2. Separations and/or lay-offs during previous six month period to assure compliance with campus policy and regulations.
3. Progress of staff development to assure that all employees are given an opportunity to maintain current level of skill and develop additional skills through the use of existing University policies.

The Affirmative Action Office is available to provide assistance to departments in conducting their review. (See appendices for Affirmative Action Office responsibilities.)

IX. SANCTIONS AND PENALTIES

Compliance with this plan and its policies will be enforced in the following ways:

1. Failure to comply will affect the evaluation of the administrative effectiveness of the responsible chairman or other supervisor.
2. Delegated hiring or appointment approval authority may be removed.

XIV. DEFINITIONS

Affirmative Action: Additional efforts to recruit, employ, and promote qualified members of groups formerly excluded in order to ensure more than employment neutrality with regard to race, color, religion, sex, age, and national origin, and to overcome the effects of systemic institutional forms of exclusion and discrimination.

Affirmative Action Program: A set of specific and result oriented procedures to ensure equal employment opportunity.

Affirmative Action Recruitment: Active and systemic efforts to attract minority group and women applications to the institution.

Clustering: The statistical demonstration of employment patterns which have resulted in the concentration of women and minorities in specific job titles.

Discrimination: The difference in treatment or favor on a basis other than individual merit.

Deliberate and intentional discrimination is the overt expression of those subtle forces which cause one person to be treated differently by virtue of identification with a particular group.

Unconscious or unintentional discrimination is the outward manifestation of bias which is not recognized by the perpetrator of the biased action.

Ethnic Codes:	A - Black	Employees who are recognizably of Negro ancestry (Blacks and Afro-Americans).
	B - Oriental	Employees who are recognizably of Chinese, Korean or other Asian or Oriental ancestry.
	C - American Indian	Employees who are recognizably of American Indian or Native American ancestry.
	D - Other Non-white	Employees who are recognizably non-white, but who do not have Negro, Oriental, American Indian, Mexican American or Spanish ancestry.
	E - Mexican American/ Spanish	Employees who are recognizably of Mexican or Central or South American ancestry or other Spanish ancestry, except those who have Negro, Oriental or American Indian physical characteristics (includes Chicano, Latinos, Puerto Ricans, Cubans).
	F - Other White	Employees who are recognizably of Caucasian ancestry or who are not recognizably Negro, Oriental, American Indian, Mexican American, Spanish or other non-white ancestry.

Ethnic Reporting System: The combined manual and computer activities which provide a means of affirmative action reporting, developed to provide substantial data for the University's affirmative action program. The report contains information on the ethnic and sex composition of the University work force and is used to analyze where needs for affirmative action are required; and to set employment goals, monitor progress toward achieving them, and support compliance effort.

Goals: Projected levels of achievement resulting from an analysis of deficiencies and what can reasonably be done to remedy them. Significant, measurable, specific targets, reasonably attainable, not rigid quotas.

Minorities: Black/Negro; Mexican/Spanish American; Asian/Oriental; Native American (American Indian).

Nondiscrimination: The elimination of all conditions, whether purposeful or inadvertent which operate to the detriment of any person, on grounds of race, color, religion, sex, age, or national origin.

Timetables: Estimate of time needed to attain goals, taking into account anticipated expansion, contraction, and turnover each year in occupational categories.

Test: Any paper and pencil or performance measure used as a basis for any employment decision, and all other formal, scored, quantified, or standardized techniques of assessing job suitability.

Underutilization: When the number of minorities or women employed is signifcantly fewer than would reasonably be expected based on the availability of qualified persons for employment.

Section B

AFFIRMATIVE ACTION IN PURCHASING AND CONSTRUCTION

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Section B

AFFIRMATIVE ACTION IN PURCHASING AND CONSTRUCTION

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I. PURCHASING

The San Francisco campus is committed to locating, encouraging, and developing minority business enterprises. Business and Finance Bulletins 43 and 51 which follow establish the framework for development and utilization of minority businesses.

The Materiels Manager, under the Vice Chancellor for Administration, is responsible for developing affirmative action procedures consistent with University policy to ensure maximum participation of minority vendors as suppliers to the San Francisco campus.

BUS-43 (Revised)

EFFECTIVE DATE
3/1/73

John H Stanford
John H. Stanford

MATERIEL MANAGEMENT

UNIVERSITY-WIDE FILE REFERENCES
100- P

University Materiel Manager

CAMPUS FILE REFERENCES

I. PURPOSE

The purpose of this Bulletin is to implement the basic University Materiel management policy.

II. DEFINITIONS

The following terms are defined and used throughout this and related Bulletins as follows:

Laboratory - Lawrence Berkeley Laboratory, Lawrence Livermore Laboratory, Los Alamos Scientific Laboratory.

Laboratory Director - Director of the Lawrence Berkeley Laboratory, Lawrence Livermore Laboratory, Los Alamos Scientific Laboratory.

Materiel Manager - Materiel manager for a campus, and principal supply officers for the Lawrence Berkeley Laboratory, Lawrence Livermore Laboratory, and the Los Alamos Scientific Laboratory.

University Materiel Manager - The manager of the University materiel management program in the Office of the President.

Purchase Contract - A written agreement executed by the University and another party containing the essential terms and conditions under which items of personal property or services are to be furnished to the University.

Purchase Order - An order by the University for the purchase of items of personal property or services written on the University's standard purchase order form and which, when unqualifiedly accepted by the vendor within the specified time limit, becomes a contract. Any alteration by the vendor in the University's standard purchase order will constitute a counteroffer by the vendor and will not become a contract until the counteroffer is accepted by the University.

Subcontract - A purchase contract under a prime contract between the University and another organization, generally incorporating special terms and conditions which are not incorporated in the University's standard purchase order form; it will usually be used to acquire items of personal property or services (especially research and/or development services) under government contracts, and is subject to specific approval as to form by the General Counsel.

Competitive Quotations - Responsive price quotations from a minimum of two qualified vendors submitted in accordance with a solicitation from the materiel manager.

III. SCOPE.

The policies and procedures set forth in this bulletin apply to all campus activities including contracts and grants administration. These policies and procedures apply to the Laboratories except for the Campus Limitations and Special Requirements set forth under Section VI. Because of the nature of the contract between the University and the Atomic Energy Commission, the Laboratories occasionally may be required to observe special or additional requirements. In such cases mutually acceptable policy decisions are negotiated with the AEC by the Vice President - Administration.

IV. BASIC PURCHASING POLICIES AND PROCEDURES

The basic purpose of University materiel management is to purchase and provide the goods and services required by the University in the most economical and timely manner consistent with the objectives and policies of the University. To implement this policy, each Chancellor or Director shall establish procedures which will accomplish this basic purpose and which will meet the following requirements:

A. Purchase Actions

1. Utilize pool purchases and supply agreements wherever possible in order to maximize the advantages and economics in quantity buying.
2. Develop simplified methods of securing low-cost items.
3. Establish definite limitations on the use of petty cash funds.
4. Review lists of excess materials available from within the University or from federal or state agencies. If satisfactory material is available from such sources, it should be utilized rather than meeting a need through purchase from commercial sources.
5. Determine that the purchase price is reasonable and that requirements for competition have been met. Detailed procedures for evaluating quotations are contained in Business and Finance Bulletin BUS-42, "Reasonable Price Determination."

B. Competition Requirements

1. Competitive quotations must be secured for any transaction in excess of $2,500, unless it has been determined that competition is impractical due to the unique nature of the item to be purchased. Competition shall be secured for any purchase, regardless of value, whenever this will result in an advantage to the University. The decision to secure competition on

purchases of less than $2,500 should be determined by evaluating such factors as: 51.

- a. the extent of existing University knowledge of products and sources upon which decisions might be based;
- b. the time and effort reasonably expendable to further product and source investigation in view of item cost and complexity;
- c. practices directed toward ensuring that all qualified suppliers, who have expressed a desire to do so, are afforded the opportunity to compete for the type of business involved; and
- d. specific requirements which involve consideration of minority suppliers as required by Business & Finance Bulletin, BUS-51.

2. Additionally, competition should be secured:
   - a. at reasonable intervals on repetitively purchased items over $1,000, but less than $2,500, and
   - b. on commodities on which prices tend to fluctuate, such as lumber, electronic supplies, perishable foods and printing.
3. Materiel manager is responsible for insuring that documentation for all purchases include:
   - a. names of sources solicited and quotations received;
   - b. a statement regarding the reasons for the award when other than the low quoter, or when awarded on a sole source or no substitute basis;
   - c. information to demonstrate the price is reasonable, and offers the lowest cost consistent with the best interest of the University; and
   - d. adequate data to enable the University to demonstrate the propriety of the award on transactions less than $2,500.

C. Solicitation of Quotations

1. Determine that specifications are complete and do not favor one "brand" or manufacturer or contractor over others.
2. Ascertain that items designated "sole source" or "no substitute" by the requisitioner are so in fact.
3. Provide equally to all suppliers all information necessary to prepare and submit quotations.
4. Secure in writing all quotations in excess of $2,500. All quotations to be considered must be due at the same time.

Detailed procedures for soliciting quotations are contained in Business and Finance Bulletin BUS-10, "Planned Purchasing Program: Acceptable Quotations."

D. Opening, Rejection, and Adjustment of Quotations

1. Provide for opening of quotations for construction work in excess of $2,500 or for orders of very large magnitude when notice of intent is given at the time solicitation is made.

2. Reserve the right to reject any and all quotations, to accept other than the low quotations, to effect any combination of quotations, and to waive any informality in a quotation.

3. Negotiate with, or allow the correction by the firm involved, of exceptions taken in quotations, or irregularities or errors therein, provided that, in the judgment of the materiel manager, this action will not negate fair competition and will permit proper comparative evaluation of quotations submitted. Quotations to be opened publicly must be received prior to the established opening time; quotations not to be opened publicly may be accepted if the postmark indicates mailing on or before the opening date.

E. Negotiation and Award of Purchases

1. Award the purchase order to the supplier whose quotation is a reasonable price and offers the lowest cost consistent with the best interests of the University.

   a. Reasonableness of price is based on a number of considerations, including the following:

      (1) price compares favorably with recent prices paid for like or similar items;

      (2) other background information which has been developed tends to support reasonableness of price; and

      (3) reasonableness of price is supported by cost-price analysis.

2. Negotiate a reasonable price if only one quotation is received, or if all quotations are deemed excessive.

3. Should identical prices of $1,000 or more per line item be received from two or more quoters, award the order in such manner as to discourage the likelihood of future identical quotations and report such identical quotations to the University Materiel Manager on the official form provided by the appropriate United States government agency.

4. Issue a written purchase order for any action involving a sum of $500 or more. Written purchase orders may be used for lesser amounts when warranted.

5. Utilize the standard terms and conditions of the purchase order as approved by General Counsel. The standard terms and conditions of purchase shall be attached to any purchase action involving a sum in excess of $2,500. No changes, deletions, exceptions, or additions to the standard terms and conditions shall be included in any purchase document unless written approval has been secured from General Counsel. Such approval is to be requested through the University Materiel Manager.

F. Receipt and Acceptance of Purchases

1. Insure that purchase orders are filled by vendors as required and that delivery or performance schedules are met.

2. Negotiate required changes in quantities or specifications after issuance of purchase order, provided that the principle of competition is not violated.

3. Resolve problems concerning adjustments, errors, or differences with suppliers.

4. Inspect purchased material as appropriate.

5. Cooperate with the accounting office to resolve discrepancies between purchase orders and invoices, assure timely payment of invoices in order to take advantage of cash discounts offered, and insure that invoices are not paid in advance of date due. Any penalty for late payment of an invoice is not acceptable unless provision for such penalty was considered and accepted as one of the commercial terms at the time of the award of the order.

V. GENERAL LIMITATIONS AND SPECIAL REQUIREMENTS

This section describes limitations and special requirements that are applicable to both campus and Laboratory purchasing programs.

A. High Value Purchases - Purchases in excess of $100,000 for the campuses and $500,000 for the Laboratories must be approved by the Vice President - Administration, according to the procedures outlined in Business and Finance Bulletin BUS-18, "High Value Purchase Orders" and BUS-42, "Reasonable Price Determination." Exempted from this requirement are blanket orders with the United States Postal Service for postage charges and orders placed under University-wide supply agreements or pool purchases.

B. Contracts Requiring Approval of the Board of Regents - Under Section 101.1(aa) of the Standing Orders of The Regents, prior approval of the Board of Regents is required for a number of different types of contracts, including the following:

1. contracts with foreign governments or institutions;
2. affiliation agreements with other institutions or hospitals;
3. agreements for provision of student health services and employee group insurance benefits;
4. construction contracts not awarded on the basis of the lowest responsible bid received or not within appropriated funds; and
5. agreements by which the University assumes liability for conduct of persons other than University personnel.

C. Foreign Purchases - In the expenditure of State, Regents', and other non-Federal funds, preference shall be given to California- and American- manufactured products. Exceptions may be permitted only where price or quality differential justifies buying elsewhere. In the expenditure of Federal government funds, the preference shall be limited to American-manufactured products.

D. Alcohol, Drugs, Hazardous, and Radioactive Materials - Federal and State laws govern the purchase, control, and use of narcotics, dangerous drugs, ethyl alcohol, and radioactive and other hazardous materials. In order to insure that such materials are ordered, shipped, and subsequently stored and used in accordance with government laws and regulations and prudent practices in the industry, policies and procedures shall be established by each Chancellor or Laboratory Director in accordance with these regulations and practices, as set forth in Business and Finance Bulletin BUS-50.

E. Letters of Intent - At times it may be necessary for the materiel manager to issue a letter of intent or request for scheduling in advance of the purchase order. Even though the University may not be legally bound by the letter of intent, the letter is subject to the same restrictions and policy requirements as other purchase actions including but not limited to the requirements for competition, determination of reasonableness of price, and appropriate administrative approval.

F. On-Site Construction - All purchase orders for construction work in excess of $25,000 must be approved by the Vice President - Planning.

G. Supplier Lists - Names of University suppliers are not to be made available to any group for purposes of soliciting advertising or contributions.

VI. CAMPUS LIMITATIONS AND SPECIAL REQUIREMENTS

The following limitations and special requirements are applicable only to the campus purchasing programs:

A. Computers and Related Equipment - The following types of requests for acquisition of computing equipment are to be sent to the Vice President - Administration, for review and approval:

1. purchases of $100,000 or more;
2. initial leases of $2,500 per month ($30,000 per year) or more;
3. renewal of leases for $100,000 or more per year; or
4. purchases, leases, or other acquisitions that would directly or indirectly have a major impact upon University policy or finances.

B. Other Major or Special Equipment - The Chancellor or his designee shall review and approve a statement of need furnished by the requisitioner for acquisition of any item in the category of Major or Special Equipment. Consideration shall be given to the requirements for space, personnel, maintenance, utilities, and availability of other similar equipment which might be shared. Review and recommendation shall be secured from the campus budget officer.

Major or Special Equipment is defined as any instrument, machine, apparatus, or set of articles which retains its original shape with use, is non-expendable (the item is usually repaired rather than replaced if damaged or when some of the parts are worn out), is not permanently attached to a building or structure, has an expected normal useful life of one year or more, and meets one or more of the following additional conditions:

1. has an acquisition or replacement value of $10,000 or more when procured from regular sources;
2. requires the establishment of an operating budget or a budget augmentation for space, personnel, maintenance, or utilities; or
3. is of a special type or category as specified from time to time by the Chancellor.

C. Building Alterations - No orders shall be placed for requests which involve alterations to buildings or installations which affect the nature of a building without approval by the campus Architects and Engineers or Physical Plant Department.

D. Purchases Against Contract or Grant Funds - Funds derived from contracts and grants are University funds to be expended in accordance with contract or grant terms and conditions as well as University policy. Materiel managers shall ensure that all requirements of contracting or granting agencies, as embodied by reference or spelled-out terms and conditions, in contracts and grants awarded The Regents, pertaining to purchase contracts or standard purchase orders for goods or services are observed when contract or grant funds are involved. Where University and funding agency policy on expenditures differ, the more restrictive of the two policies shall prevail. Expenditures which are not clearly permitted by the terms of a contract or grant shall not be made without consultation with cognizant fiscal and administrative officials and clearance with the funding agency if doubt still exists.

VII. RESPONSIBILITIES

A. Campus and Laboratory - Each Chancellor and Laboratory Director is responsible for maintenance of a comprehensive materiel management program which shall include:

1. purchase of all goods and services;
2. receipt of incoming shipments for delivery to using departments;
3. stores in which items may be stocked for overall economy or required service;
4. control and utilization of inventorial equipment; and
5. disposal of excess property and salvage.

To carry out his materiel management responsibilities, each Chancellor and Laboratory Director shall implement and maintain programs in all areas of materiel management, such as standardization, simplification, value and cost analysis, equipment inventory, stores, traffic management, and salvage, which are consistent with University policies; issue written statements to implement these policies; submit required regular and special reports; and maintain records of actions committing the University which will substantiate compliance with this Bulletin.

Additionally, the materiel manager for each campus serves as commodity manager for commodities assigned under the Planned Purchasing Program and has been assigned responsibility for negotiation and contracting for these commodities for all campuses.

B. Office of the President - The Vice President - Administration, within the Office of the President, has the following responsibilities:

1. development of University materiel management policies and procedures;
2. review and evaluation of campus operations and performance and assistance in improving operations;

3. maintenance of liaison with Federal and State agencies relating to materiel management activities;

4. approval of high value purchases of more than $100,000 for the campuses and $500,000 for the Laboratories;

5. approval of delegation of purchasing authority to other than the materiel manager and to the Librarian for purchase of books and periodicals;

6. approval of purchases where funds to cover costs are not immediately available; and

7. adjudicating differences with vendors that cannot be resolved at the campus or Laboratory level.

The Vice President - Administration, has assigned responsibility for the materiel management program through the Director of Business Services, to the University Materiel Manager.

C. Ethical and Professional Conduct - Each materiel manager and every member of his staff is expected to conduct himself in a courteous, ethical, and professional manner; to maintain good relations with faculty and staff; to accord a prompt and courteous reception to all who call on legitimate business matters; to grant all competitive quoters equal consideration; to regard each transaction on its own merits; and to foster and promote fair, ethical, and legal trade practices. To further this end, each materiel manager and every member of his staff is expected to abide by the Principles and Standards of Purchasing Practices of the National Association of Purchasing Management, a copy of which is attached to this Bulletin.

VIII. REFERENCES

A. Section 101.1(aa) of the Standing Orders of The Regents setting forth the President's authority with regard to purchase contracts.

B. The President's policy statement dated July 2, 1970, providing for the implementation of the University's Materiel Management Policy as set forth in this Bulletin.

C. The President's delegations of authority to the Chancellors, Laboratory Directors, and the Vice President - Business and Finance,* set forth in his memoranda of May 28, 1970.

D. Letter from Vice President - Business and Finance, to Chancellors, dated March 5, 1969, "Policy for Acquisition of Computing Equipment."

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* Now Vice President - Administration

E. Other Business and Finance Bulletins covering special subjects or procedures in the field of materiel management.

IX. CANCELLATION OF PREVIOUS POLICY STATEMENTS

This Bulletin supersedes and cancels the following existing policy statements in the field of materiel management:

Business and Finance Bulletin BUS-43, May 3, 1972

BULLETIN NO: 503-43 Rev.
FILE REF. NO: 100-P
DATE: 3/1/73
PAGE: Attachment

NATIONAL ASSOCIATION
OF
PURCHASING MANAGEMENT

PRINCIPLES AND STANDARDS OF PURCHASING PRACTICE

Loyalty To His Company
Justice To Those With Whom He Deals
Faith In His Profession

From these principles are derived the National Association of Purchasing Management standards of purchasing practice.

1. To consider, first, the interests of his company in all transactions and to carry out and believe in its established policies.

2. To be receptive to competent counsel from his colleagues and to be guided by such counsel without impairing the dignity and responsibility of his office.

3. To buy without prejudice, seeking to obtain the maximum ultimate value for each dollar of expenditure.

4. To strive consistently for knowledge of the materials and processes of manufacture, and to establish practical methods for the conduct of his office.

5. To subscribe to and work for honesty and truth in buying and selling, and to denounce all forms and manifestations of commercial bribery.

6. To accord a prompt and courteous reception, so far as conditions will permit, to all who call on a legitimate business mission.

7. To respect his obligations and to require that obligations to him and his concern be respected, consistent with good business practice.

8. To avoid sharp practice.

9. To counsel and assist fellow purchasing agents in the performance of their duties, whenever occasion permits.

10. To co-operate with all organizations and individuals engaged in activities designed to enhance the development and standing of purchasing.

BUS-51

MATERIEL MANAGEMENT
DEVELOPMENT AND UTILIZATION OF MINORITY BUSINESS ENTERPRISES

8/18/72
3

75-7-4P X100-P University Materiel Manager

John H. Stanford
John H. Stanford

I. INTRODUCTION

The commitment to affirmative action extends to all aspects of University affairs, including the purchase of materials and services necessary to carry out its primary functions of teaching, research and public service. As a vital part of this commitment emphasis must be placed on locating, encouraging and developing minority business enterprises as suppliers for the University's material and service needs on a continuing and mutually satisfactory basis. As one of California's largest consumers of goods and services, the University is in a unique position to contribute to the economic strength of the disadvantaged community through the expansion of opportunities for minority business enterprises.

II. DEFINITIONS

A. Minority Business Enterprise: A business at least 50 percent of which is owned by minority persons or, in case of publicly owned businesses, at least 51 percent of the stock of which is owned by minority persons. For the purposes of this definition, minority persons are Mexican Americans, Negroes, Orientals, Spanish-surnamed Americans, American Indians and other non-white persons, women, and such other minorities as hereafter designated by the Office of the President.

B. Laboratory: Lawrence Livermore Laboratory, Lawrence Berkeley Laboratory, Los Alamos Scientific Laboratory.

C. Laboratory Director: Director of the Lawrence Berkeley Laboratory, Director of the Lawrence Livermore Laboratory, and Director of the Los Alamos Scientific Laboratory.

D. Materiel Manager: Materiel manager for a campus and principal purchasing officers for the Lawrence Berkeley Laboratory, Lawrence Livermore Laboratory and the Los Alamos Scientific Laboratory.

E. University Materiel Manager: The manager of the University Materiel Management Program in the Office of the President.

F. Liaison Officer: The person designated by the Chancellor or Laboratory Director to administer the University's Minority Business Enterprises Program.

III. SCOPE

The policies and procedures enumerated in this bulletin are applicable to the laboratories as well as the campuses. All additional requirements of governmental agencies such as the Atomic Energy Commission, Department of Agriculture, Department of Defense, or Department of Health, Education and Welfare pertaining to minority business enterprises shall be observed for purchases made with federal contract, grant or other public funds.

IV. IMPLEMENTATION

The Chancellor or Laboratory Director shall develop procedures that ensure maximum practicable opportunity for the minority business enterprises to participate as suppliers of materials and services to the University. The objectives are

A. To develop a written program designed to comprehensively expose minority suppliers to business opportunities available from the University.

B. To ascertain the availability and inventory capabilities of minority suppliers. Status of a supplier as a minority business enterprise (as defined in Section II A above) may be established either by investigation or written representation from the supplier.

C. To evaluate campus and laboratory materials and service requirements to determine to what extent minority business enterprises can participate and, where possible, adjust campus and laboratory specifications to accommodate minority business enterprises.

D. To orient minority suppliers to the University, through trial orders and by other innovative means, such as arranging orientation visits to facilitate communications and understanding, and consulting on the competitive processes with minority suppliers to enhance available opportunities.

E. To increase the competitive capabilities of minority business enterprise suppliers, render technical assistance, such as the following: adequate time for the preparation of quotations; appropriate quantities and specifications that are achievable within existing capabilities; and delivery schedules that facilitate participation.

F. To disseminate information about minority business enterprises throughout the University materiel organization, and where appropriate, to industry and other governmental agencies.

G. To maintain continuing development of potential new sources of minority suppliers.

H. To significantly increase the proportion of the total dollar amount of University purchase expenditures awarded to minority business enterprises.

I. To maintain records showing: (a) procedures that have been adopted to meet these objectives, including the establishment of a directory of minority business enterprises; (b) specific efforts to identify and award contracts to minority business enterprises; and (c) contracts awarded to minority business enterprises (including dollar amounts).

V. METHODS

A. The materiel manager shall place trial orders with minority suppliers on a test and evaluation basis within the limits of Business & Finance Bulletin BUS-43.

B. The materiel manager shall seek out minority suppliers for each commodity under his assignment for the solicitation and negotiation of a University supply agreement. In negotiating supply agreements, the materiel manager shall consider a minority supplier's ability to meet the requirements of price, delivery and quality of a single campus or region, as well as the University-wide requirements of the campuses and laboratories. Efforts shall be made to develop minority business enterprises as agreement suppliers. When it is not feasible to award a primary agreement to a minority supplier, the possibility of a secondary or supplementary agreement shall be thoroughly investigated.

C. The University Materiel Manager has authority to grant exceptions to the mandatory requirements of University supply agreements when the granting of such an exception facilitates the development of a minority supplier. Materiel managers shall notify the University Materiel Manager of instances where the granting of such an exception is considered advisable.

D. The materiel manager shall solicit minority business enterprises as suppliers for local blanket orders for materials and services that are not covered under University supply agreement with minority suppliers. The materiel manager shall develop procedures that ensure the consideration of minority business enterprises in the selection of suppliers for campus departmental programs under the Miscellaneous Blanket Authorization. Information about minority business enterprises as sources of supply and services should be disseminated widely on a regular and timely basis to the appropriate departmental personnel.

VI. REFERENCES

A. Letter dated 12 Aug 1970, Vice President Robert L. Johnson to Chancellors and Vice Presidents, "Responsibility of Each Campus for Development and Implementation of a Written Affirmative Action Program." (Paragraph 2 makes it clear that this policy applies to choice of contractors and suppliers of goods and services.)

II. CONSTRUCTION

The commitment of affirmative action extends to all aspects of University affairs, including construction projects.

It is the responsbility of the Campus Architect and the Superintendent of the Physical Plant, under the Vice Chancellor for Administration, to develop procedures consistent with the Affirmative Action Program for University Construction Projects.

June 15, 1972

GENERAL STATEMENT
OF THE
AFFIRMATIVE ACTION PROGRAM FOR
UNIVERSITY CONSTRUCTION PROJECTS

The University shall not permit discrimination, explicit or implicit, whether or not based on local custom or habit, against any person employed or seeking employment on a University construction project, because of race, color, religion, sex, age, ancestry, or national origin. This policy not to discriminate against minority group persons[1] in employment includes, but is not limited to, the following: recruitment including recruitment advertising; hiring; testing; placement; transfer; upgrading or promotion; demotion, rate of pay including any form of compensation; overtime; shift assignment; selection for training including apprenticeship; termination including layoff.

A. Implementation: To effectively implement the University's equal employment policy, each prime contractor and each of his listed subcontractors[2] (hereinafter collectively referred to as contractors) shall submit in writing: (1) assurance that the employment of persons and conditions affecting persons after employment are determined and administered on a non-discriminatory basis; (2) assurance that existing procedures prevent discrimination; and (3) an affirmative action program signed by an executive official representing each of the contractors which shall be reviewed for acceptability by a University official.

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[1] The term "minority group persons" means Mexican Americans, Negroes, Orientals, American Indians, Spanish-surnamed Americans, women, and such other minorities as hereafter designated by the Office of the President.

[2] "Listed subcontractor" means any corporation, firm, or individual who will perform work or labor or render service in an amount in excess of one-half of one percent of the prime contractor's total bid in or about the construction site pursuant to contract with the prime contractor, or any subcontractor licensed by the State of California who specifically fabricates and installs a portion of the work or improvement according to detailed plans contained in the drawings and specifications, in an amount in excess of one-half of one percent of the prime contractor's total bid.

1. A necessary prerequisite to the development of a satisfactory affirmative action program is the identification and analysis of problem areas inherent in minority employment and an evaluation of opportunities for minority manpower utilization. The contractors' programs shall provide in detail for specific steps to guarantee equal employment opportunity keyed to the problems of particular minority groups, including, when there are deficiences, the development of specific goals and timetables for the prompt achievement of equal opportunities for minority persons to become qualified both for employment and for advancement within the contractors' organization after hiring.
2. Each prime contractor shall be responsible for his own employment practices and for those of his listed subcontractors in regard to implementing the requirements of the contract.
3. For construction projects of $500,000 or more, the prime contractor shall designate, submit the name, and outline the authority of his affirmative action compliance officer for each project to the University. This officer must be qualified by training or experience to effectively promote the contractor's affirmative action program and must be placed within the contractor's organizational structure so as to emphasize the priority and importance of the affirmative action program.

B. Procedure: After the advertising of the invitation to bid and prior to the contractors' bid submissions, the University shall at its discretion hold a pre-bid conference with all prospective bidders for the purpose of informing the prospective bidders of the University's commitment to equal employment opportunity and contractors' responsibilities to develop or maintain an acceptable affirmative action program. The University shall send to prospective contractors notice of the time and place of such a meeting.

1. Condition: University acceptance of contractors' affirmative action programs shall be a condition precedent to the award of the contract, and the affirmative action programs shall be a part of such contract.
2. Pre-Award Conference: Within ten (10) days after notification by the University that the bidder is the apparent low responsive bidder and is being considered for award of the contract, the apparent low bidder and his listed subcontractors will attend a pre-award conference relating to acceptance by the University of affirmative action programs submitted by contractors and their proposed subcontractors. The University reserves the right to disapprove such later selections if it finds that such proposed listed subonctractors do not or will not comply with the provisions of this program.
3. The apparent low bidder and his listed subcontractors shall invite representatives from any unions which may be affected by the contract to attend the pre-award conference. At the pre-award conference, the low bidder and his listed subcontractors shall provide assurances that implementation of their affirmative action programs has the full support of any unions which may be involved and that implementation can be achieved under any existing collective bargaining agreements, training and related programs, as augmented by affirmative action programs.
4. In the event that the apparent low bidder refuses or fails to participate in such a pre-award conference or refuses or fails to present an

acceptable affirmative action program, the University may reject his bid or all bids (depending upon budget limitations) or award the contract to the next apparent low responsive bidder in the order of bids and continuing until a bidder has presented an acceptable affirmative action program. The University shall hold all subsequent pre-award conferences within five (5) days after the rejection of the prior bid.

C. Standard for Approval: The acceptability of the Program will be determined on the basis of the adequacy of: (1) the minority manpower utilization goals submitted, and (2) the commitment to recruit, employ, and upgrade minority group persons.

Factors that will be considered in evaluating the adequacy of the contractor's and listed subcontractors' minority manpower utilization goals include: (1) the number of minority group persons to be employed in each trade relative to the availability of qualified minority group persons in the labor market area; (2) the size of the contractor's or the listed subcontractors' firm, the number of its employees, and its past and present equal opportunity practices; (3) the impact of the goals upon the existing labor force; and (4) the need for minority employment in the labor market area. The purpose of the contractor's or listed subcontractors' commitment to specific goals is to meet the affirmative action obligations and is not intended and shall not be used to discriminate against any qualified applicant or employee.

1. Goals: the contractor and each of his listed subcontractors shall provide the following data:
    a. The number of laborers, journeymen, and apprentices employed in each trade by job and craft, separately indicating the number of minority group persons in each category for each current contract entered into by the contractor in the State of California.

b. Based on a man-hour calculation, the number of laborers, journeymen, and apprentices who will be employed in each trade by job and craft on the project, indicating how many of these are projected to be minority group persons. The projection of minority group persons is an estimate of the minority participation which should naturally result from an effective program in the circumstances of the labor market area. It is not a quota or fixed numerical standard but a range or goal toward a flexible planning objective.

c. If additional employees will be hired for work on the project, the contractor and each listed subcontractor shall indicate the number and man-hours anticipated in each trade by job and craft and the target dates for such hiring.

2. Commitments to Recruit, Employ, and Upgrade:

The contractor shall agree and shall require each listed subcontractor to agree to:

a. Utilize sources known to be able to provide minority applicants and identify those sources.

b. Encourage present employees to refer minority group applicants, and describe the methods to be used.

c. Recruit and screen applicants and set up interviews in areas of dense minority populations, identify the areas, and, upon request by the owner, give a schedule of interviews.

d. Seek applicants for job training, summer employment, and apprenticeship training from schools having substantial minority group enrollment, identify such schools, and, upon request by the owner, give schedule of interviews.

e. Support programs designed to recruit and train minority group persons and briefly describe the scope of each program.

f. Maintain programs for training and upgrading present employees and provide on-the-job training programs open to all employees on an equal basis, briefly describe the scope of such programs, and give the criteria used to determine when an employee is qualified for promotion.

g. Encourage minority group persons to bid and seek such persons for work on supplementary portions of the project, including: (1) the installation of temporary electrical power, (2) trucking or hauling, (3) suppliers, (4) erection and painting of street barricades, (5) removal of job debris, (6) custodial services, and (7) security patrol.

h. Identify himself as an equal opportunity employer in all recruitment advertising.

i. Post English and Spanish equal employment posters in conspicuous places.

j. Maintain systematic contacts, oral and written, with minority group organizations which can provide minority subcontractors and referrals of minority group applicants.

k. Make known to all recruitment sources in writing that qualified minority group persons are being actively sought for executive, supervisory office and technical jobs whenever openings occur.

l. Use employment advertising, newspaper, radio, television, and other media that serve substantial numbers of minority group persons in the recruiting area.

m. Not maintain or provide segregated facilities for employees at any establishment.

n. Notify all eligible employees of promotions or vacancies available to insure equal opportunity to compete for all openings, including higher skilled journeyman and foreman positions.

o. Notify any union which may have signed valid collective bargaining agreements that the contractor or listed subcontractor is bound by the program, and if any such union's policies or practices interfere with the execution of the program, the contractor is required to notify the University.

p. Participate in joint apprenticeship committees; seek and sponsor minority group persons for apprenticeship training, and use as many apprentices at the job site as the State Standards permit.

q. If any union, recruitment or referral agency is to be used, prior to such use, secure and submit to the University a written statement signed by an official of such union or agency declaring that such union or agency: (1) does not discriminate against members of minority groups in any phase of its organization or in any aspect of its referral procedure; (2) is, in fact, able to refer to the contractor qualified minority group persons and, if not, is presently establishing or operating a program designed to make such persons available.

r. If a position is open during the performance of this contract the contractor shall seek to fill the positon by first upgrading qualified employees and by seeking qualified minority referrals, before requesting referrals from the union hiring halls.

s. Establish in-house procedures to assure that all staff members who are authorized to hire, supervise, promote, and discharge employees or to recommend or substantially participate in such actions, are informed of and will adhere to the requirements of the program and control procedures necessary to assure that such staff members are complying with the program. These procedures shall be described in the affirmative action program submitted by the contractor.

D. Program Review:

1. Job-site meetings: At regular meetings at the job site, the contractors shall discuss with the University the contractors' fulfillment of their affirmative action programs and the proposed steps to be taken for the coming period to meet affirmative action program projections and goals including an analysis of the factors that have advanced, impeded, or restricted the goals set forth in the contractors' affirmative action program.

2. The contractors agree to permit access by the University to such books, records, and accounts as are necessary to determine compliance with the contractors' affirmative action program.

E. Notice of Deficiencies: The University shall notify the contractor in writing, two calendar weeks prior to any job site meeting of any alleged deficiencies in compliance with the requirements of the program. Such notice shall set forth the basis for the conclusion that an alleged deficiency exists. The contractor shall be given an opportunity at the job site hearing to present evidence that no deficiency exists or that it is excusable.

F. Sanctions: If the University finds that the contractor or his subcontractor has failed to comply with the affirmative action requirements of the contract, the University may treat such failure as: (1) a violation of a material provision of the contract and as a ground for termination in accordance with Article 20; or (2) a basis for withholding progress payments until deficiencies are corrected; or (3) a basis for assessing the penalties prescribed in Article 50 (a) (5), in which event such amounts shall be deducted from the progress payment next due. If the second alternative is elected and if deficiencies are not corrected in the manner and by the date specified by the University in its written notice to the contractor, the University may terminate the contract.

Section C

ETHNIC AND SEX SUMMARY

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Section C

ETHNIC AND SEX SUMMARY

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TABLE 4. University of California, San Francisco:
ETHNIC AND SEX SUMMARY
ACADEMIC AND STAFF

Source: PER 1014
1/31/73

	Sex	Total Employees	Caucasian	Black	Asian	American Indian	Mex/Span American	Other Minority
Academic	Both	1553	86.3	1.7	6.7	---	.8	1.4
	Men	1171	65.8	1.1	4.5	---	.7	1.2
	Women	382	20.5	.6	2.2	---	.1	.1
Staff	Both	4521	58.5	24.0	6.7	.3	4.1	5.9
	Men	1329	14.2	8.2	2.0	.1	1.7	3.0
	Women	3192	44.3	15.9	4.7	.2	2.4	2.8
Staff (Casual)	Both	644	56.5	15.7	13.4	---	7.3	5.7
	Men	275	20.2	8.7	5.9	---	4.2	3.0
	Women	369	36.3	7.0	7.5	---	3.1	2.8

TABLE 5. University of California, San Francisco:
ETHNIC AND SEX SUMMARY
AVAILABILITY TO UTILIZATION

Sources: PER 1001 and 1027
1/31/73

Federal Occupation Code	Total Employees	Minorities (Includes Minority Women) % Available	Minorities (Includes Minority Women) % Utilization	Women (Excludes Minority Women) % Available	Women (Excludes Minority Women) % Utilization
A - Officials & Managers	150	11.7[1]	26.0	13.8	26.6
A3 - Management Program	31		19.4		6.5
A2 - High Administrator	49		32.7		24.5
A1 - Middle Administrator	32		18.7		37.5
A0 - Low Administrator	38		28.9		36.8
B - Professionals	1465	14.8[1]	20.4	25.5	64.8
B2 - High Professionals	152		18.4		33.5
B1 - Middle Professionals	1131		19.0		72.1
B0 - Low Professionals	182		30.6		46.2
C - Technicians	508	27.6[2]	53.9	26.5	25.2
C2 - High Technicians	79		24.1		26.6
C1 - Middle Technicians	417		60.0		24.7
C0 - Low Technicians	11		36.4		36.4
D - Office & Clerical	1514	23.5[2]	36.6	60.4	55.7
D2 - High Office & Cler	321		25.2		64.8
D1 - Middle Office & Cler	1175		39.3		54.0
D0 - Low Office & Cler	18		66.7		5.6
E - Crafts	94	23.4[2]	13.8	3.5	---
E2 - High Crafts	70		10.0		---
E1 - Middle Crafts	23		21.7		---
E Unclassified	1		100.0		---
E0 - Low Crafts	---				
F - Operatives	24	26.2[2]	58.3	1.9	---
F2 - High Operatives	18		61.1		---
F1 - Middle Operatives	5		40.0		---
F0 - Low Operatives	1		100.0		---

TABLE 5. Continued

Federal Occupation Code	Total Employees	Minorities (Includes Minority Women)		Women (Excludes Minority Women)	
		% Available	% Utilization	% Available	% Utilization
G - Laborers	50	44.9[2]	64.0	3.4	14.0
G - (Unclassified)	1		---		---
G2 - High Laborers	1		100.0		---
G1 - Middle Laborers	48		64.6		14.6
G0 - Low Laborers	---		---		---
H - Service Workers	710	40.6[2]	88.5	25.6	4.8
H2 - High Svc Workers	32		43.8		3.1
H1 - Mid Svc Workers	254		90.9		3.9
H0 - Low Svc Workers	424		90.3		5.4
Uncoded	6				
Campus Total	4521				

1. FOC's A and B are recruited on a national, state and local basis. State and local are used in this table since national figures are unavailable.
2. Local availability figures used here.

TABLE 6
University of California, San Francisco:
STAFF EMPLOYEES BY OCCUPATIONAL CATEGORIES, ETHNICITY AND SEX FOR January 1973

Title Code and Sex	Total Employees		Caucasian		Black		Asian		American Indian		Mex/Span American		Other Minority	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
A3 - Management Program														
Men	29	93.5	23	74.2	3	9.7	1	3.2	---	---	1	3.2	1	3.2
Women	2	6.5	2	6.5	---	---	---	---	---	---	---	---	---	---
Both	31	100.0	25	80.6	3	9.7	1	3.2	---	---	1	3.2	1	3.2
A2 - High Administrator														
Men	31	63.3	20	40.8	8	16.3	3	6.1	---	---	---	---	---	---
Women	18	36.7	12	24.5	4	8.2	---	---	---	---	---	---	1	2.0
Both	49	100.0	32	65.3	12	24.5	3	6.1	---	---	---	---	1	2.0
A1 _ Middle Admin														
Men	18	56.3	14	43.8	2	6.3	1	3.1	---	---	1	3.1	---	---
Women	14	43.8	12	37.5	2	6.3	---	---	---	---	---	---	---	---
Both	32	100.0	26	81.3	4	12.5	1	3.1	---	---	1	3.1	---	---
A0 - Low Admin														
Men	19	50.0	13	34.2	2	5.3	1	2.6	---	---	1	2.6	2	5.3
Women	19	50.0	14	36.8	2	5.3	3	7.9	---	---	---	---	---	---
Both	38	100.0	37	71.1	4	10.5	4	10.5	---	---	1	2.6	2	5.3
B2 - High Professionals														
Men	92	60.5	73	48.0	3	2.0	13	8.6	---	---	1	.7	2	1.3
Women	60	39.5	51	33.6	4	2.6	5	3.3	---	---	---	---	---	---
Both	152	100.0	124	81.6	7	4.6	18	11.8	---	---	1	.7	2	1.3
B1 - Middle Prof														
Men	147	13.0	96	8.5	13	1.1	18	1.6	---	---	5	.4	14	1.2
Women	984	87.0	815	72.1	36	3.2	79	7.0	---	---	7	.6	43	3.8
Both	1131	100.0	911	80.5	49	4.3	97	8.6	---	---	12	1.1	57	5.0
B0 - Low Prof														
Men	59	32.4	40	22.0	10	5.5	6	3.3	---	---	---	---	2	1.1
Women	123	67.6	84	46.2	8	4.4	19	10.4	1	.5	3	1.6	7	3.8
Both	182	100.0	124	68.1	18	9.9	25	13.7	1	.5	3	1.6	9	4.9
C2 - High Technicians														
Men	52	65.8	39	49.4	7	8.9	3	3.8	---	---	3	3.8	---	---
Women	27	34.2	21	26.6	3	3.8	3	3.8	---	---	---	---	---	---
Both	79	100.0	60	75.9	10	12.7	6	7.6	---	---	3	3.8	---	---
C1 Middle Tech														
Men	161	38.6	61	14.6	52	12.5	9	2.2	1	.2	9	2.2	28	6.7
Women	256	61.4	103	24.7	118	28.3	10	2.4	---	---	11	2.6	12	2.9
Both	417	100.0	164	39.3	170	40.8	19	4.6	1	.2	20	4.8	40	9.6

TABLE 6. [illegible]tinued

Title Code and Sex	Total Employees Number	Total Employees %	Caucasian Number	Caucasian %	Black Number	Black %	Asian Number	Asian %	American Indian Number	American Indian %	Mex/Span American Number	Mex/Span American %	Other Minority Number	Other Minority %
C0 - Low Tech														
Men	5	45.5	3	27.3	1	9.1	1	9.1	---	---	---	---	---	---
Women	6	54.5	4	36.4	2	18.2	---	---	---	---	---	---	---	---
Both	11	100.0	7	63.6	3	27.3	1	9.1	---	---	---	---	---	---
D2 - High Office & Cler														
Men	56	17.4	32	10.0	7	2.2	5	1.6	1	.3	8	2.5	3	.9
Women	265	82.6	208	64.8	31	9.7	20	6.2	---	---	4	1.2	2	.6
Both	321	100.0	240	74.8	38	11.8	25	7.8	1	.3	12	3.7	5	1.6
D1 Middle Off & Cler														
Men	158	13.4	76	6.5	33	2.8	14	1.2	2	.2	17	1.4	16	1.4
Women	1017	86.6	634	54.0	226	19.2	66	5.6	4	.3	53	4.5	31	2.6
Both	1175	100.0	710	60.4	259	22.0	80	6.8	6	.5	70	6.0	47	4.0
D0 - Low Off & Cler														
Men	10	55.6	5	27.8	1	5.6	2	11.1	---	---	1	5.6	1	5.6
Women	8	44.4	1	5.6	3	16.7	---	---	---	---	3	16.7	1	5.6
Both	18	100.0	6	33.3	4	22.2	2	11.1	---	---	4	22.2	2	11.1
E2 - High Crafts														
Men	70	100.0	63	90.0	4	5.7	---	---	---	---	2	2.9	1	1.4
Women	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Both	70	100.0	63	90.0	4	5.7	---	---	---	---	2	2.9	1	1.4
E1 - Middle Crafts														
Men	24	100.0	19	79.2	4	16.7	---	---	---	---	1	4.2	---	---
Women	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Both	24	100.0	19	9.2	4	16.7	---	---	---	---	1	4.2	---	---
E0 - Low Crafts														
Men	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Women	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Both	---	---	---	---	---	---	---	---	---	---	---	---	---	---
F2 - High Operatives														
Men	18	100.0	7	38.9	10	55.6	---	---	---	---	---	---	---	---
Women	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Both	18	100.0	7	38.9	10	55.6	---	---	---	---	---	---	---	---
F1 - Middle Operatives														
Men	5	100.0	3	60.0	2	40.0	---	---	---	---	---	---	---	---
Women	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Both	5	100.0	3	60.0	2	40.0	---	---	---	---	---	---	---	---

TABLE 6. tinued

Title Code and Sex	Total Employees		Caucasian		Black		Asian		American Indian		Mex/Span American		Other Minority	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
F0 - Low Operatives														
Men	1	100.0	---	---	1	100.0	---	---	---	---	---	---	---	---
Women	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Both	1	100.0	---	---	1	100.0	---	---	---	---	---	---	---	---
G2 - High Laborers														
Men	1	100.0	---	---	1	100.0	---	---	---	---	---	---	---	---
Women	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Both	1	100.0	---	---	1	100.0	---	---	---	---	---	---	---	---
G1 - Middle Laborers														
Men	24	50.0	8	16.7	7	14.6	2	4.2	---	---	4	8.3	2	4.2
Women	24	50.0	7	14.6	10	20.8	---	---	---	---	3	6.3	3	6.3
Both	48	100.0	15	31.3	17	35.4	2	4.2	---	---	7	14.6	5	10.4
G0 - Low Laborers														
Men	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Women	---	---	---	---	---	---	---	---	---	---	---	---	---	---
Both	---	---	---	---	---	---	---	---	---	---	---	---	---	---
H2 - High Svc Workers														
Men	31	96.9	17	53.1	10	31.3	---	---	---	---	4	8.3	2	4.2
Women	1	3.1	1	3.1	---	---	---	---	---	---	---	6.3	3	6.3
Both	32	100.0	18	56.3	10	31.3	---	---	---	---	4	14.6	5	10.4
H1 - Middle Svc Workers														
Men	199	78.0	14	5.5	136	53.3	3	1.2	---	---	11	4.3	35	13.7
Women	56	22.0	10	3.9	33	12.9	---	---	---	---	2	.8	11	4.3
Both	255	100.0	24	9.4	169	66.3	3	1.2	---	---	13	5.1	46	18.0
H0 - Low Svc Workers														
Men	115	26.9	15	3.5	52	12.2	6	1.4	2	.5	9	2.1	29	6.8
Women	312	73.1	25	5.9	235	55.0	8	1.9	4	.9	23	5.4	16	3.7
Both	427	100.0	40	9.4	287	67.2	14	3.3	6	1.4	32	7.5	45	10.5

TABLE 7.
University of California, San Francisco:
SALARY COMPARISON BY FOC

Sources: PER 1001 and 1027
1/31/73

Federal Occupation Code	Total Employees	F.O.C.	WEIGHTED AVERAGE SALARY			
			MALE		FEMALE	
			Caucasian	Minority	Caucasian	Minority
A - Officials & Managers	150	$1,434	$1,585	$1,379	$1,277	$1,199
A3 - Management Program	31	1,968	2,051	1,758	1,642	---
A2 - High Administrator	49	1,498	1,566	1,420	1,486	1,477
A1 - Mid Administrator	32	1,280	1,329	1,241	1,255	1,167
A0 - Low Administrator	38	1,038	1,062	1,015	1,053	965
B - Professionals	1,465	1,404	1,127	1,015	982	956
B2 - High Professionals	152	1,422	1,508	1,422	1,325	1,283
B1 - Mid Professionals	1,131	986	1,003	1,015	983	982
B0 - Low Professionals	182	759	754	737	770	753
C - Technicians	508	743	849	747	748	672
C2 - High Technicians	79	1,035	1,076	1,051	961	999
C1 - Mid Technicians	417	690	716	701	710	661
C0 - Low Technicians	11	558	499	762	532	491
D - Office & Clerical	1,514	639	632	648	659	601
D2 - High Off & Cler	321	801	817	834	805	765
D1 - Mid Off & Cler	1,175	594	578	578	608	578
D0 - Low Off & Cler	18	459	447	462	429	464
E - Crafts	94	1,326	1,335	1,271	---	---
E2 - High Crafts	70	1,360	1,370	1,273	---	---
E1 - Mid Crafts	23	1,224	1,210	1,277	---	---
E0 - Low Crafts	1	1,215				
F - Operatives	24	905	892	914	---	---
F2 - High Operatives	18	941	891	973	---	---
F1 - Mid Operatives	5	853	893	796	---	---
F0 - Low Operatives	1	498	---	498	---	---
G - Laborers	50	607	881	579	504	515
G2 - High Laborers	1	1,115	---	1,115	---	---
G1 - Mid Laborers	48	583	852	540	504	515
G0 - Low Laborers	---	---	---	---	---	---
H - Service Workers	710	659	563	551	536	544
H2 - High Svc Workers	32	1,019	1,034	1,013	849	---
H1 - Mid Svc Workers	254	695	683	707	672	657
H0 - Low Svc Workers	424	608	581	591	613	616

TABLE 8.
University of California, San Francisco:
ETHNIC AND SEX SUMMARY
BY MAJOR ACADEMIC GROUPS*

Source: PER 1023
1/31/73

Academic Group	Sex	Total Employees	% Caucasion	% Black	% Asian	% American Indian	% Mex/ Span/Amer	% Other Non-White
1. Academic Administrative Officers	Both	32	87.5	6.3	3.1	---	---	3.1
	Men	24	68.8	3.1	3.1	---	---	---
	Women	8	18.8	3.1	---	---	---	3.1
2. Teaching Faculty	Both	847	90.7	2.1	4.8	---	.8	.6
	Men	671	72.1	1.3	3.9	---	.7	.6
	Women	176	18.5	.8	.9	---	.1	---
6. Research	Both	338	69.8	1.5	13.6	---	1.2	4.1
	Men	222	43.8	.9	8.6	---	.9	3.8
	Women	116	26.0	.6	5.0	---	.3	.3
9. Other Academic	Both	22	95.5	---	4.5	---	---	---
	Men	7	31.8	---	---	---	---	---
	Women	15	63.6	---	4.5	---	---	---

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*Percentages do not add due to invalid sex, ethnic and citizenship codes.

TABLE 9.
University of California, San Francisco:
ETHNIC AND SEX SUMMARY
BY ACADEMIC GROUPING*

Source: PER 1025
1/31/73

		Sex	Total Employees	Caucasian	Black	Asian	American Indian	Mex/Span American	Other Non-White
110	Deans and Provosts	Both	13	84.6	7.7	---	---	---	7.7
		Men	10	69.2	7.7	---	---	---	---
		Women	3	15.4	---	---	---	---	7.7
120	Director	Both	4	100.0	---	---	---	---	---
		Men	3	75.0	---	---	---	---	---
		Women	1	25.0	---	---	---	---	---
140	Academic Administrator	Both	15	86.7	6.7	6.7	---	---	---
		Men	11	66.7	---	6.7	---	---	---
		Women	4	20.0	6.7	---	---	---	---
210	Professors & Equiv.-Regular	Both	162	93.8	---	4.9	---	1.2	---
	1. Maximum Rank	Men	157	90.7	---	4.9	---	1.2	---
		Women	5	3.1	---	---	---	---	---
	2. Associate	Both	82	91.5	1.2	4.9	---	2.4	---
		Men	70	76.8	1.2	4.9	---	2.4	---
		Women	12	14.6	---	---	---	---	---
	3. Assistant	Both	75	90.7	1.3	2.7	---	2.7	2.7
		Men	52	62.7	---	1.3	---	2.7	2.7
		Women	23	28.0	1.3	1.3	---	---	---
	4. Instructor	Both	7	85.7	---	---	---	---	---
		Men	4	42.9	---	---	---	---	---
		Women	3	42.9	---	---	---	---	---
221	Professor & Equiv.-Temp.	Both	5	80.0	---	---	---	---	---
	1. Maximum Rank	Men	5	80.0	---	---	---	---	---
		Women	-	---	---	---	---	---	---
	2. Associate	Both	2	100.0	---	---	---	---	---
		Men	2	100.0	---	---	---	---	---
		Women	-	---	---	---	---	---	---

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* Percentages do not add due to invalid sex, ethnic and citizenship codes.

TABLE 9. Continued

Code	Academic Group	Sex	Total Employees	Caucasian	Black	Asian	American Indian	Mex/Span American	Other Non-White
	3. Assistant	Both	29	86.2	3.4	6.9	---	---	3.4
		Men	15	48.3	---	---	---	---	3.4
		Women	14	37.9	3.4	6.9	---	---	---
	4. Instructor	Both	2	100.0	---	---	---	---	---
		Men	2	100.0	---	---	---	---	---
		Women	-	---	---	---	---	---	---
222	Prof. & Equiv.-Clinical 1. Maximum Rank	Both	25	96.0	---	4.0	---	---	---
		Men	22	84.0	---	4.0	---	---	---
		Women	3	12.0	---	---	---	---	---
	2. Associate	Both	44	88.6	4.5	4.5	---	---	2.3
		Men	36	70.5	4.5	4.5	---	---	2.3
		Women	8	18.2	---	---	---	---	---
	3. Assistant	Both	81	88.9	2.5	8.6	---	---	---
		Men	58	64.2	2.5	4.9	---	---	---
		Women	23	24.7	---	3.7	---	---	---
	4. Instructor	Both	32	84.4	3.1	6.3	---	---	---
		Men	26	71.9	3.1	6.3	---	---	---
		Women	6	12.5	---	---	---	---	---
223	Prof. & Equiv.-In Res 1. Maximum Rank	Both	17	94.1	---	5.9	---	---	---
		Men	15	82.4	---	5.9	---	---	---
		Women	2	11.8	---	---	---	---	---
	2. Associate	Both	26	88.5	---	7.7	---	---	3.8
		Men	25	88.5	---	3.8	---	---	3.8
		Women	1	---	---	3.8	---	---	---
	3. Assistant	Both	63	96.8	1.6	---	---	---	---
		Men	54	82.5	1.6	---	---	---	---
		Women	9	14.3	---	---	---	---	---
	4. Instructor	Both	9	100.0	---	---	---	---	---
		Men	9	100.0	---	---	---	---	---
		Women	-	---	---	---	---	---	---

TABLE 9. Continued

Code	Academic Group	Sex	Total Employees	Caucasian	Black	Asian	American Indian	Mex/Span American	Other Non-White
224	Prof. & Equiv.-Adjunct 1. Maximum Rank	Both	2	100.0	---	---	---	---	---
		Men	2	100.0	---	---	---	---	---
		Women	-	---	---	---	---	---	---
	2. Associate	Both	2	50.0	---	50.0	---	---	---
		Men	2	50.0	---	50.0	---	---	---
		Women	-	---	---	---	---	---	---
	3. Assistant	Both	8	100.0	---	---	---	---	---
		Men	6	75.0	---	---	---	---	---
		Women	2	25.0	---	---	---	---	---
	4. Instructor	Both	2	100.0	---	---	---	---	---
		Men	2	100.0	---	---	---	---	---
		Women	-	---	---	---	---	---	---
231	Lecturer w/Security	Both	3	100.0	---	---	---	---	---
		Men	3	100.0	---	---	---	---	---
		Women	-	---	---	---	---	---	---
232	Lecturer w/o Security	Both	165	86.7	5.5	5.5	---	.6	---
		Men	102	53.3	2.4	4.8	---	---	---
		Women	63	33.3	3.0	.6	---	.6	---
233	Associate	Both	4	100.0	---	---	---	---	---
		Men	2	50.0	---	---	---	---	---
		Women	2	50.0	---	---	---	---	---
613	Research-Other Prof. 0 - Rank not Applicable	Both	77	38.1	1.3	22.1	---	1.3	5.2
		Men	51	29.9	---	14.3	---	1.3	5.2
		Women	26	18.2	1.3	7.8	---	---	---
	1 - Maximum Rank	Both	13	76.9	---	23.1	---	---	---
		Men	11	69.2	---	15.4	---	---	---
		Women	2	7.7	---	7.7	---	---	---
	2 - Associate	Both	21	90.5	---	4.8	---	---	4.8
		Men	11	42.9	---	4.8	---	---	4.8
		Women	10	47.6	---	---	---	---	---

TABLE 9. [illegible]tinued

Code	Academic Group	Sex	Total Employees	Caucasian	Black	Asian	American Indian	Mex/Span American	Other Non-white
	3 - Assistant	Both	112	66.1	---	11.6	---	1.8	7.1
		Men	91	53.6	---	7.1	---	1.8	7.1
		Women	21	12.5	---	4.5	---	---	---
620	Research - Specialist 1 - Maximum Rank	Both	19	73.7	10.5	15.8	---	---	---
		Men	14	47.4	10.5	15.8	---	---	---
		Women	5	26.3	---	---	---	---	---
	2 - Associate	Both	41	82.9	4.9	9.8	---	---	2.4
		Men	19	39.0	2.4	4.9	---	---	---
		Women	22	43.9	2.4	4.9	---	---	2.4
	3 - Assistant	Both	25	92.0	---	4.0	---	4.0	---
		Men	7	28.0	---	---	---	---	---
		Women	18	64.0	---	4.0	---	4.0	---
	4 - Instructor	Both	9	100.0	---	---	---	---	---
		Men	3	33.0	---	---	---	---	---
		Women	6	66.7	---	---	---	---	---
630	Research Assistant	Both	21	76.2	---	19.0	---	---	---
		Men	15	57.1	---	9.5	---	---	---
		Women	6	28.6	---	9.5	---	---	---
910	Librarian 1 - Maximum Rank	Both	3	100.0	---	---	---	---	---
		Men	1	33.3	---	---	---	---	---
		Women	2	66.7	---	---	---	---	---
	2 - Associate	Both	8	87.5	---	12.5	---	---	---
		Men	1	12.5	---	---	---	---	---
		Women	7	75.0	---	12.5	---	---	---
	3 - Assistant	Both	7	100.0	---	---	---	---	---
		Men	1	14.3	---	---	---	---	---
		Women	6	85.7	---	---	---	---	---
931	University Extension	Both	2	100.0	---	---	---	---	---
		Men	2	100.0	---	---	---	---	---
		Women	-	---	---	---	---	---	---

TABLE 9. tinued

Code	Academic Group	Sex	Total Employees	Caucasian	Black	Asian	American Indian	Mex/Span American	Other Non-white
990	Miscellaneous	Both	2	100.0	---	---	---	---	---
		Men	2	100.0	---	---	---	---	---
		Women	-	---	---	---	---	---	---

TABLE 10.
University [illegible] California, San Francisco:
ETHNIC AND SEX SUMMARY
ACADEMIC FTE* BY SCHOOL/DEPARTMENT

Sources: PER 1010 and 1012
1/31/73

UNIT CODE	School/Department			Total[1]	Total Caucasian	Total Minority	Total Women	Total Min. Women	Black	Asian	American Indian	Mex/Span American	Other Non-white
020	S/M	Anestheisa	HC[2]	26	23	2	2	---	---	1	---	1	---
			FTE	24	22	1	2	---	---	--	---	1	---
030		Pathology	HC	15	14	1	2	---	---	1	---	---	---
			FTE	14	13	1	1	---	---	1	---	---	---
040		Amb/Comm.	HC	34	31	3	7	1	1	1	---	1	---
		Medicine	FTE	22	20	2	4	1	---	1	---	1	---
045		Med., Gen.	HC	96	83	10	11	2	1	7	---	1	1
			FTE	70	62	4	9	1	1	3	---	---	---
050		Dermatology	HC	17	12	4	2	1	---	2	---	---	2
			FTE	13	8	3	1	1	---	1	---	---	2
060		Neurology	HC	18	14	3	4	1	---	3	---	---	---
			FTE	14	10	3	3	1	---	3	---	---	---
065		OB / GYN	HC	13	12	---	2	---	---	--	---	---	---
			FTE	11	11	---	2	---	---	--	---	---	---
070		Ophthal-	HC	16	14	2	--	---	1	1	---	---	---
		mology	FTE	9	8	1	--	---	---	1	---	---	---
080		Clin. Path.	HC	19	14	4	2	---	---	--	---	---	4
		& Lab. Med.	FTE	16	12	2	1	---	---	--	---	---	2
085		Pediatrics	HC	55	53	---	15	---	---	--	---	---	---
			FTE	44	42	---	13	---	---	--	---	---	---
105		Psychiatry	HC	53	49	3	14	2	1	--	---	1	1
			FTE	30	27	1	7	---	---	--	---	---	---
557		Svcs to	HC	2	2	---	1	---	---	--	---	---	---
		LPNI	FTE	1	1	---	1	---	---	--	---	---	---

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* Includes State and extramurally funded FTE's.

1.Totals may not add due to exclusion of non-resident aliens and/or unfilled FTE's.

2.Head Count.

TABLE 10. Continued

UNIT CODE	School/Department		Total[1]	Total Caucasian	Total Minority	Total Women	Total Min. Women	Black	Asian	American Indian	Mex/Span American	Other Non-white
110	S/M Radiology	HC[2]	48	41	5	5	1	2	2	---	1	---
		FTE	38	32	4	3	1	2	2	---	---	---
640	Lab. of Radiobiol.	HC	4	3	1	2	1	---	1	---	---	---
		FTE	4	3	1	2	1	---	1	---	---	---
115	Surgery	HC	38	31	3	4	---	2	1	---	---	---
		FTE	32	25	2	2	---	1	1	---	---	---
120	Neuro. Surg.	HC	16	13	2	--	---	---	1	---	---	1
		FTE	12	9	1	--	---	---	1	---	---	---
125	Otolaryngology	HC	21	20	1	8	---	1	--	---	---	---
		FTE	15	15	---	5	---	---	--	---	---	---
130	Urology	HC	4	4	---	--	---	---	--	---	---	---
		FTE	2	2	---	--	---	---	--	---	---	---
027 075 615	Brace Shop Ortho Surg. Biomech Lab	HC	18	18	---	--	---	---	--	---	---	---
		FTE	13	13	---	--	---	---	--	---	---	---
145	Phy. Med & Rehab.	HC	6	6	---	5	---	---	--	---	---	---
		FTE	5	5	---	5	---	---	--	---	---	---
015	Anatomy	HC	29	26	3	5	1	1	2	---	---	---
		FTE	22	19	3	1	1	1	2	---	---	---
025	Biochem.	HC	51	40	7	12	2	---	6	---	1	---
		FTE	37	27	5	9	1	---	4	---	1	---
620	Hormone Res. Lab.	HC	16	7	6	3	1	---	4	---	---	2
		FTE	13	6	5	2	---	---	3	---	---	2
035	Hist. of Health Sci.	HC	3	3	---	--	---	---	--	---	---	---
		FTE	1	1	---	1	---	---	--	---	---	---

* Includes State and extramurally funded FTE's.

1. Totals may not add due to exclusion of non-resident aliens and/or unfilled FTE's.
2. Head Count.

TABLE 10. ntinued

UNIT CODE	School/Department		Total[1]	Total Caucasian	Total Minority	Total Women	Total Min. Women	Black	Asian	American Indian	Mex/Span American	Other Non-white
055	S/M Microbiology	HC[2]	18	18	---	7	---	---	--	---	---	---
		FTE	16	16	---	5	---	---	--	---	---	---
090	Pharmacology	HC	20	14	6	5	3	---	4	---	---	2
		FTE	17	12	5	4	1	---	3	---	---	2
095	Physiology	HC	25	19	2	4	1	1	1	---	---	---
		FTE	23	18	2	4	1	1	1	---	---	---
100	Intern'l	HC	22	18	4	4	2	---	4	---	---	---
	Health	FTE	18	14	4	3	2	---	4	---	---	---
515	Hooper Found	HC	12	11	1	3	---	---	1	---	---	---
		FTE	7	7	---	2	---	---	--	---	---	---
510	Med. Inform.	HC	1	1	---	--	---	---	--	---	---	---
	Systems	FTE	1	1	---	--	---	---	--	---	---	---
520	Clin. Labs.,	HC	2	2	---	--	---	---	--	---	---	---
	S.F.G.H.	FTE	--	--	---	--	---	---	--	---	---	---
525	Dialysis,	HC	3	3	---	1	---	---	--	---	---	---
	S.F.G.H.	FTE	1	1	---	1	---	---	--	---	---	---
535	Metabolic	HC	7	6	1	--	---	---	1	---	---	---
	Steroid Lab.	FTE	5	4	1	--	---	---	1	---	---	---
540	C.V.R.I.	HC	46	33	8	14	1	1	5	---	1	1
		FTE	35	25	7	12	1	1	5	---	---	1
555	Physiol.	HC	1	1	--	--	---	---	--	---	---	---
	Res. Unit	FTE	1	1	--	--	---	---	--	---	---	---
605	Gen. Clin.	HC	5	4	1	1	---	1	--	---	---	---
	Res. Center	FTE	5	4	1	1	---	1	--	---	---	---

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1. Totals may not add due to exclusion of non-resident aliens and/or unfilled FTE's.
2. Head Count.

TABLE 10. Continued

Unit Code	School/Department		Total[1]	Total Caucasian	Total Minority	Total Women	Total Min. Women	Black	Asian	American Indian	Mex/Span American	Other Non-white
610	S/M Clin. Study	HC[2]	1	1	---	---	---	---	---	---	---	---
	Center, SFGH	FTE	1	1	---	---	---	---	---	---	---	---
635	Cancer Res.	HC	15	14	1	5	1	---	1	---	---	---
	Institute	FTE	8	7	1	3	1	---	1	---	---	---
725	Regional Med.	HC	9	7	2	4	1	1	1	---	---	---
	Program	FTE	6	4	2	4	1	1	1	---	---	---
740	Student	HC	1	1	---	---	---	---	---	---	---	---
	Health	FTE	--	--	---	---	---	---	---	---	---	---
010	Dean's Off.	HC	8	6	2	3	1	1	---	---	1	---
		FTE	5	3	2	1	1	1	---	---	1	---
	School of Med.	HC	814	692	88	157	23	15	51	---	8	14
		FTE	611	511	64	114	16	10	40	---	4	9
005	School of Dent.	HC	174	151	19	14	1	1	15	---	---	3
		FTE	90	78	7	6	---	---	5	---	---	2
150	School of Nurs.	HC	107	93	13	102	11	7	4	---	1	1
		FTE	93	81	10	91	9	5	3	---	1	1
	Soc. & Behav.	HC	20	18	2	15	2	---	1	---	1	---
	Sci.	FTE	17	15	2	12	2	---	1	---	1	---
155	School of Pharm.	HC	70	51	17	6	2	1	13	---	1	2
			58	42	14	4	1	1	10	---	1	2
160	Phar. Tech.	HC	2	1	1	---	---	1	---	---	---	---
		FTE	2	1	1	---	---	1	---	---	---	---

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1. Totals may not add due to exclusion of non-resident aliens and/or unfilled FTE's.
2. Head Count.

TABLE 10. Continued

Unit Code	School/Department		Total[1]	Total Caucasian	Total Minority	Total Women	Total Min. Women	Black	Asian	American Indian	Mex/Span American	Other Non-white
170	Graduate Division	HC[2]	1	1	---	---	---	---	---	---	---	---
		FTE	1	1	---	---	---	---	---	---	---	---
220	Clin. Lab.	HC	4	4	---	---	---	---	---	---	---	---
		FTE	1	1	---	---	---	---	---	---	---	---
280	Outpatient Clin.	HC	1	1	---	---	---	---	---	---	---	---
		FTE	1	1	---	---	---	---	---	---	---	---
310	Hospital Admin.	HC	1	1	---	1	---	---	---	---	---	---
		FTE	1	1	---	1	---	---	---	---	---	---
135	CORT	HC	6	6	---	4	---	---	---	---	---	---
		FTE	5	5	---	1	---	---	---	---	---	---
175	Information Sys.	HC	4	4	---	---	---	---	---	---	---	---
		FTE	4	4	---	---	---	---	---	---	---	---
565	Vivarium	FC	4	3	1	---	---	---	1	---	---	---
		FTE	4	3	1	---	---	---	1	---	---	---
630	Proctor Found	HC	9	6	3	3	1	---	3	---	---	---
		FTE	7	4	3	3	1	---	3	---	---	---
705	Library	HC	17	16	1	14	1	---	1	---	---	---
		FTE	16	15	---	13	---	---	---	---	---	---
710	Cont. Educ.	HC	3	3	---	---	---	---	---	---	---	---
		FTE	1	1	---	---	---	---	---	---	---	---
720	Chancellor's Office	HC	1	1	---	---	---	---	---	---	---	---
		FTE	---	---	---	---	---	---	---	---	---	---

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1. Totals may not add due to exclusion of non-resident aliens and/or unfilled FTE's.
2. Head Count.

TABLE 10. Continued

Unit Code	School/Department		Total[1]	Total Caucasian	Total Minority	Total Women	Total Min. Women	Black	Asian	American Indian	Mex/Span American	Other Non-white
760	Chancellor's Office-Staff Services	HC[2]	1	1	---	---	---	---	---	---	---	---
		FTE	1	1	---	---	---	---	---	---	---	---
	Total	HC	1,239	1,053	145	316	41	25	89	---	11	20
		FTE	913	765	102	245	29	17	63	---	7	14

---

1. Totals may not add due to exclusion of non-resident aliens and/or unfilled FTE's.

2. Head Count.

TABLE 11.
University of California, San Francisco:
ETHNIC AND SEX SUMMARY
ACADEMIC TENURE BY SCHOOL/DEPARTMENT

Source: PER 1010
1/31/73

Unit Code	School/Department			Total	Total Caucasian	Total Minority	Total Women	Total Min. Women	Black	Asian	American Indian	Mex/Span American	Other Non-white
020	S/M	Anestheisa	FTE	10	9	1	---	---	---	---	---	1	---
		Professor	FTE	5	4	1	---	---	---	---	---	1	---
		Assoc Prof	FTE	5	5	---	---	---	---	---	---	---	---
030		Pathology	FTE	8	7	1	---	---	---	1	---	---	---
		Professor	FTE	5	4	1	---	---	---	1	---	---	---
		Assoc Prof	FTE	3	3	---	---	---	---	---	---	---	---
040		Amb. & Comm Medicine	FTE	7	7	---	---	---	---	---	---	---	---
		Professor	FTE	5	5	---	---	---	---	---	---	---	---
		Assoc Prof	FTE	2	2	---	---	---	---	---	---	---	---
045		Medicine,Gen	FTE	25	23	2	1	---	1	1	---	---	---
		Professor	FTE	18	18	---	1	---	---	---	---	---	---
		Assoc Prof	FTE	7	5	2	---	---	1	1	---	---	---
050		Dermatology	FTE	2	2	---	---	---	---	---	---	---	---
		Professor	FTE	1	1	---	---	---	---	---	---	---	---
		Assoc Prof	FTE	1	1	---	---	---	---	---	---	---	---
060		Neurology	FTE	4	3	1	---	---	---	1	---	---	---
		Professor	FTE	2	2	---	---	---	---	---	---	---	---
		Assoc Prof	FTE	2	1	1	---	---	---	1	---	---	---
065		OB - GYN	FTE	5	5	---	---	---	---	---	---	---	---
		Professor	FTE	3	3	---	---	---	---	---	---	---	---
		Assoc Prof	FTE	2	2	---	---	---	---	---	---	---	---
070		Opthalmology	FTE	3	2	1	---	---	---	1	---	---	---
		Professor	FTE	3	2	1	---	---	---	1	---	---	---
080		Clin. Path & Lab. Med.	FTE	4	4	---	---	---	---	---	---	---	---
		Professor	FTE	2	2	---	---	---	---	---	---	---	---
		Assoc Prof	FTE	2	2	---	---	---	---	---	---	---	---
085		Pediatrics	FTE	14	14	---	3	---	---	---	---	---	---
		Professor	FTE	7	7	---	---	---	---	---	---	---	---
		Assoc Prof	FTE	7	7	---	3	---	---	---	---	---	---

TABLE 11. Continued

Unit Code	School/Department	Total	Total Caucasian	Total Minority	Total Women	Total Min. Women	Black	Asian	American Indian	Mex/Span American	Other Non-white
105	S/M Psychiatry FTE	10	10	---	---	---	---	---	---	---	---
	Professor FTE	8	8	---	---	---	---	---	---	---	---
	Assoc Prof FTE	2	2	---	---	---	---	---	---	---	---
110	Radiology FTE	13	12	1	---	---	---	1	---	---	---
	Professor FTE	10	10	---	---	---	---	---	---	---	---
	Assoc Prof FTE	3	2	1	---	---	---	1	---	---	---
115	Surgery FTE	12	11	1	---	---	---	1	---	---	---
	Professor FTE	5	5	---	---	---	---	---	---	---	---
	Assoc Prof FTE	7	6	1	---	---	---	1	---	---	---
120	Neuro. Surg. FTE	3	3	---	---	---	---	---	---	---	---
	Professor FTE	3	3	---	---	---	---	---	---	---	---
125	Otolaryngology FTE	3	3	---	---	---	---	---	---	---	---
	Professor FTE	1	1	---	---	---	---	---	---	---	---
	Assoc Prof FTE	2	2	---	---	---	---	---	---	---	---
075	Orthopedic Surgery FTE	5	5	---	---	---	---	---	---	---	---
	Professor FTE	4	4	---	---	---	---	---	---	---	---
	Assoc Prof FTE	1	1	---	---	---	---	---	---	---	---
015	Anatomy FTE	11	10	1	1	---	---	1	---	---	---
	Professor FTE	9	8	1	1	---	---	1	---	---	---
	Assoc Prof FTE	2	2	---	---	---	---	---	---	---	---
025	Biochemistry FTE	11	8	3	---	---	---	2	---	1	---
	Professor FTE	8	6	2	---	---	---	2	---	---	---
	Assoc Prof FTE	3	2	1	---	---	---	---	---	1	---
035	History of Health Sci FTE	1	1	---	1	---	---	---	---	---	---
	Professor FTE	1	1	---	1	---	---	---	---	---	---
055	Microbiology FTE	9	9	---	1	---	---	---	---	---	---
	Professor FTE	5	5	---	---	---	---	---	---	---	---
	Assoc Prof FTE	4	4	---	1	---	---	---	---	---	---
130	Urology FTE	2	2	---	---	---	---	---	---	---	---
	Professor FTE	2	2	---	---	---	---	---	---	---	---

TABLE 11. ontinued

Unit Code	School/Department		Total	Total Caucasian	Total Minority	Total Women	Total Min. Women	Black	Asian	American Indian	Mex/Span American	Other Non-white
090	S/M Pharmacology	FTE	8	7	1	1	---	---	1	---	---	---
	Professor	FTE	7	6	1	1	---	---	1	---	---	---
	Assoc Prof	FTE	1	1	---	---	---	---	---	---	---	---
095	Physiology	FTE	6	6	---	---	---	---	---	---	---	---
	Professor	FTE	6	6	---	---	---	---	---	---	---	---
100	International Health	FTE	3	3	---	---	---	---	---	---	---	---
	Professor	FTE	2	2	---	---	---	---	---	---	---	---
	Assoc Prof	FTE	1	1	---	---	---	---	---	---	---	---
515	Hooper Foundation	FTE	1	1	---	---	---	---	---	---	---	---
	Professor	FTE	1	1	---	---	---	---	---	---	---	---
540	C.V.R.I.	FTE	2	2	---	---	---	---	---	---	---	---
	Professor	FTE	2	2	---	---	---	---	---	---	---	---
	School of Medicine	FTE	182	169	13	8	---	1	10	---	2	---
	Professor	FTE	125	118	7	4	---	---	6	---	1	---
	Assoc Prof	FTE	57	51	6	4	---	1	4	---	1	---
005	School of Dentistry	FTE	18	18	---	1	---	---	---	---	---	---
	Professor	FTE	11	11	---	---	---	---	---	---	---	---
	Assoc Prof	FTE	7	7	---	1	---	---	---	---	---	---
150	School of Nursing	FTE	11	10	1	7	---	---	---	---	1	---
	Professor	FTE	3	3	---	1	---	---	---	---	---	---
	Assoc Prof	FTE	8	7	1	6	---	---	---	---	1	---
155	School of Pharmacy	FTE	17	15	2	---	---	---	2	---	---	---
	Professor	FTE	12	10	2	---	---	---	2	---	---	---
	Assoc Prof	FTE	5	5	---	---	---	---	---	---	---	---
630	Proctor Foundation	FTE	1	1	---	---	---	---	---	---	---	---
	Assoc Prof	FTE	1	1	---	---	---	---	---	---	---	---
	Total Campus	FTE	229	213	16	16	---	1	12	---	3	---
	Total Professor	FTE	151	142	9	5	---	---	8	---	1	---
	Total Asso Prof	FTE	78	71	7	11	---	1	4	---	2	---

Section D

APPENDICES

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Section D

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APPENDIX 1.

CAMPUS RESOURCES

ACADEMIC PERSONNEL:

Office of Academic Affairs, San Francisco Campus
892-HSW, ext. 1881
Leslie L. Bennett,
Vice Chancellor, Academic Affairs

This office serves as the primary source of information with regard to academic personnel policies.

San Francisco Division of the
Academic Senate
119-S, Ext. 1307
M. D. Jones, Chairman

The San Francisco Divison of the Academic Senate handles matters which concern faculties situated within the jurisdiction of only this Division; curricula offered within the jurisdiction of the S.F. Division of the Academic Senate; requirements for admission to undergraduate status and minimum requirements for admission to graduate status; general regulations such as those concerning registration, residence, minimum unit requirements for degrees and certificates, general regulations concerning the grade point system, credit for courses and examinations, University Extension policy, general regulations concerning disqualification and reinstatement of delinquent students; changes in academic government. For additional areas of responsibility see the By-laws of the San Francisco Division of the Academic Senate.

STAFF PERSONNEL:

Personnel Office
60-U, Ext. 2621
Lee Q. Charette, Personnel Manager

This office serves as the primary source of information with regard to staff personnel policies. The office has five divisions: Personnel Analysis; Salary Administration; Labor Relations; Employee Development and Employment. For specific functions see Policy and Procedure Manual, Section 055-40.

Organizational Development Unit
1379 3rd Avenue, Ext. 4032
John Rawls, Director

This office provides assistance to the campus community in creating planned changes which lead to increased satisfaction of individual and organizational needs. This is done through the use of behavioral science principles and modern management technology. For specific services available see Policy and Procedure Manual, Section 055-35

APPENDIX 1.

Staff Employee Council
John Otto, Acting Chairperson
294-M, Ext. 146

This is the officially recognized staff organization for the San Francisco campus. Elections to the Council are held annually and terms are for two years. There are currently 65 seats and 3-at-large representatives. This group serves as the forum for review of policies affecting staff employees and a source of recommendations for general campus improvement.

STUDENTS:

Associated Students of the University of California (A.S.U.C.)
249-MU, Ext. 2010
Guy Yturralde, Executive Director

Dean of Students Office
Mod. Bldg. 1, Ext. 4181
Charles Storey, Associate Dean

Financial Aid Office
Mod. Bldg. 1, Ext. 4181
Peter Lindberg, Financial Aid Officer

Housing Office
Residence Hall, Millberry Union, Ext. 2231
Ken Johnson, Housing Officer

SPECIAL COMMITTEES:

Chancellor's Advisory Committee on the Status of Women
Pat Diridoni and Laurel Glass, Co-Chairpersons
998-M, Ext. 1710

This Committee has the special charge of advising the Chancellor on matters affecting women on the San Francisco campus. The San Francisco Committee is part of a state-wide coalition of Committees on the Status of Women in the University of California system.

Quality of Management
Herb Suelzle, Chairperson
1355-3rd Avenue, Ext. 2911

This committee has the responsibility for periodic review of all management functions on the San Francisco campus on a cyclic basis. For additional information see Policy and Procedure Manual, Section 162.1.

CAMPUS ORGANIZATIONS:

These organizations are coordinated around the needs of specific groups, i.e., ethnic minorities, students or women. The chairpersons of the groups change periodically, but can usually be contacted through a member of the group. These groups tend to be informally organized, but are available for consultation to members of the campus with respect to grievances, discrimination and other matters of concern.

APPENDIX 1.

The Black Caucus
Jim Haugabook, Chairperson
c/o Physical Plant
Ext. 2021

Black Students Health Alliance
Joe Patrick, Chairperson
250-Millberry Union, ext. 4405

Chicanos in Health Education, (C.H.E.)
Rosemary Leon and Abram DeLao, Co-Chairpersons
250-Millberry Union, ext. 4404

Concerned Employees of U.C.S.F.
Bruce McArthur, Chairperson
108-M, ext. 2252

Filipino Association
Andres P. Belarmino, Chairperson
1356-3rd Avenue, ext. 4134

Latin American Campus Union (L.A.C.U.)
Al Lopez, Chairperson
27-M, ext. 2452

League of Women
Ellen Dirksen, Chairperson
1269-S, ext. 1043

A.F.S.C.M.E., Local 1650
Irene Edwards, Chairperson
55 Laguna St., ext. 1501

APPENDIX 2.

POLICY ON AFFIRMATIVE ACTION IN ACADEMIC RECRUITMENT

1. Every search committee shall be appointed bearing in mind the traditional standards for faculty appointments and any goals established to correct underuitilization, as well as the long range objective of the University to increase the number of women and ethnic minorities within the faculty. This shall apply to search committees for recruitment of faculty, department chairpersons, directors of organized research units and other academic administrative personnel. The above statement is to be interpreted to mean that the membership of the search committee shall include faculty members who are women or are from ethnic minorities, or the committee shall obtain advice from consultants qualified to represent these areas.

2. The Dean will notify the Vice Chancellor--Academic Affairs of every faculty position open for recruitment.

3. The appointing officer will notify the Vice Chancellor--Academic Affairs of the membership of every Search Committee.

4. The Vice Chancellor--Academic Affairs will regularly inform the Chancellor's Advisory Committee on the Status of Women and other campus groups of open positions of faculty, department chairpersons, directors, and other academic positions, in order to enable these organizations to submit nominations for these posts.

5. Every proposal for new academic appointments shall include the names of all applicants considered, including men/women and ethnic minorities, and an explanation of the basis on which the candidate was recommended. (See Appendix 3,)

UNIVERSITY OF CALIFORNIA,
San Francisco, California 94122

SEARCH
PROCESS
REPORT

DEPARTMENT __________
Faculty Rank,
Position & Rank __________
Salary Range __________
Date Position
Became Available __________
Date Search Process
Was Initiated __________
Date Appointment
Becomes Effective __________

1. Total number of candidates submitting curricula vitae: __________

	TOTAL	Total Minorities	Black	Spanish American	Native American	Asian	Ethnicity Unknown	Non-Citizen
Male								
Female								
TOTAL								

2. Candidates invited to campus: Names	Sex M F	Ethnic Group*	Applicant	Candidate	Serious Candidate	Interviewed
a.						
b.						
c.						
d.						
e.						
f.						
3. Minorities and female/male candidates considered for the position:						
a.						
b.						
c.						
d.						
e.						
f.						

5. Candidate recommended for appointment:

*ETHNIC GROUPS: A - Black; B - Asian; C - American Indian; D - Other Non-White;
E - Mexican American/Spanish; F - Other White

111973
(AA-100)

6. Indicate major criteria used to arrive at selection of proposed recipient. (Degree, experience, other qualifications.)

7. Please indicate search procedures employed to locate qualified candidates.

8. Outline search activities undertaken to locate a minority person or woman for the available position.

Search Committee Chairman ______________________ Date __________

Department Chairman/Director ______________________ Date __________

Dean ______________________ Date __________

Vice Chancellor, Academic Affairs ______________________ Date __________

cc: Affirmative Action Coordinator

111973 (AA-100)

APPENDIX 4.

ACADEMIC RECRUITMENT SOURCES

We are in the process of compiling the standard academic recruiting sources as well as a list of new recruiting sources for women and minorities.

APPENDIX 5.

SAN FRANCISCO MEDICAL CENTER

APPEAL PROCEDURE

Scope

This procedure shall be applicable to any academic appointee other than a member of the Academic Senate and one who has independent responsibility for conducting regular University courses.

Coverage

This procedure shall provide for the consideration of an appeal of any such appointee other than an appeal for policy changes and an appeal pertaining to title or salary increase action.

Informal Consideration

Every effort should be made to resolve the appointee's problem on an informal basis through discussion between the appointee and his immediate supervisor.[1] Individual appointees and departmental personnel are urged to consult with the Vice Chancellor--Academic Affairs for assistance in possible resolution of the problem.

Formal Appeal

If the appointee's problem is not resolved to his satisfaction, he shall have the right to appeal on a formal basis by means of the following steps:

Step I -- The appointee shall submit his appeal in writing to the Vice Chancellor--Academic Affairs on a form supplied by his office. The Vice Chancellor--Academic Affairs shall forward the appeal immediately to the appropriate department chairman, director, or comparable authroity who, after appropriate review, shall render his decision on the appeal and submit it in writing to the Vice Chancellor--Academic Affairs who shall forward the decision immediately to the appointee.[2]

---

[1] Although an appointee does not have the right to be represented by another at the informal consideration stage as he does during formal appeal, the supervisor may permit and even encourage that another person participate with the appointee during discussion in an effort to resolve the problem on an informal basis.

[2] At this step and succeeding steps, the Vice Chancellor--Academic Affairs functions in a liaison capacity and not in a line capacity. For example, the decisional authority at each Step addresses his written decision to the appointee, but he submits it to the Vice Chancellor--Academic Affairs for forwarding to the appointee, so that administrative responsibility for adherence to time limits throughout the appeal is assigned to one officer.

APPENDIX 5.

Step II -- If the appointee wishes to appeal further, he shall have the right to direct that the Vice Chancellor--Academic Affairs forward his appeal to the appropriate Dean or comparable authority.[3] The Vice Chancellor shall forward such an appeal immediately to the appropriate Dean or comparable authority who, after appropriate review, shall render his decision on the appeal and submit it in writing to the Vice Chancellor--Academic Affairs who shall forward the decision immediately to the appointee.

Step III -- If the appointee wishes to appeal further, he shall have the right to direct that the Vice Chancellor--Academic Affairs forward his appeal for a hearing.

The Vice Chancellor--Academic Affairs shall arrange for a hearing by a Hearing Officer or Hearing Committee appointed by the Chancellor and shall forward the appeal to that Officer or Committee.

The Hearing Officer or Hearing Committee shall hold a hearing on the appeal and shall submit to the Vice Chancellor--Academic Affairs a report of the hearing and a recommended decision which shall be forwarded immediately to the Chancellor.

The Chancellor shall render the final decision on the appeal and shall transmit that decision in writing to the appointee. (If the appeal involves action taken by the Chancellor, the President shall appoint a Hearing Officer or Hearing Committee and shall render the final decision on the appeal.)

General Provisions

An appointee who appeals has the following rights and obligations in addition to those set forth above:

-- he shall have the right to represent himself or to be represented by another during the formal appeal, and if he chooses to be represented by another, he shall provide the Vice Chancellor--Academic Affairs at the time he presents his appeal with the name of the person who will represent him;

-- he shall be obliged to appear in person at the hearing even though he chooses a representative to speak for him;

---

[3] In Step II and Step III the initial appeal will be forwarded, although the appointee may submit to the Vice Chancellor--Academic Affairs additional material to be appended to the initial appeal.

- -- he shall have the right to have a copy of any written material which will be considered by the Hearing Officer or Hearing Committee;
- -- he shall have the right at the hearing to hear evidence against him and to present evidence, including the calling of a reasonable number of witnesses;
- -- he may withdraw his appeal at any time during the appeal proceedings; and
- -- his failure to meet prescribed time limits shall constitute automatic withdrawal of his appeal unless an extension of the time limits was approved by the Chancellor.

University management shall have the following rights and obligations in addition to those set forth above:

- -- the administrative officer whose action is being appealed shall have the right to represent himself or to be represented by another University administrative officer concerned with the appeal except that in case of an appeal in which the appointee is represented by legal counsel, the University shall be represented by the Office of the General Counsel of The Regents;
- -- the administrative officer shall be obliged to appear in person at the hearing even though he is represented by another officer;
- -- the administrative officer shall have the right to have a copy of any written material which will be considered by the Hearing Officer or Hearing Committee;
- -- the administrative officer shall have the right at the hearing to hear evidence presented by or on behalf of the appointee and to present evidence, including the calling of a reasonable number of witnesses;
- -- failure on the part of management to meet prescribed time limits shall provide automatically that the appointee's appeal shall be considered at the next step in the appeal proceedings;
- -- the Office of the Vice Chancellor--Academic Affairs shall serve as the liaison officer for any appeal proceedings, such role to include providing information on pertinent policies and regulations, assuring that procedural details are developed and followed (e.g., providing forms for use during appeal proceedings, controlling time limits, arranging for the hearing), attending the hearing to provide technical information; and
- -- a Hearing Officer or Hearing Committee chosen from University Personnel shall be appointed by the Chancellor or by the President if the appeal involves action taken by the Chancellor.

Extension of the time limits set forth in the procedure may be made by the Chancellor. Extension of the time limit automatically extends for a like period of time limits within which all succeeding actions must be taken.

Supervisors shall permit that University personnel involved in an appeal use a reasonable amount of University time if necessary for consultation and hearing relating to the appeal.

Authority to act on an appeal is delegated only to the officer named in each Step of the above procedure, i.e., the department chairman, director, or comparable authority; the Dean or comparable authority; the Chancellor or if the case involves action taken by the Chancellor, the President. This authroity shall not be re-delegated.

Decisions on appeals shall be in accord with University policies and campus regulations and procedures.

Use of Appeal Steps

Appeals of most appointees will be considered at each of the three Steps outlined above. However, when the decisional authority specified in Step I and/or Step II is not present within the organizational levels of management concerned with a particular appeal, Step I or Step II and, less frequently, both Step I and Step II will be omitted. Also, if the appointee appeals an action which was officially communicated to him in writing as an action approved by the decisional authroity specified in Step I and/or Step II, he has the right to appeal to the Step which would eliminate another decision by the same authority.

Time Limits for Appeals

A continuing appointee must submit his initial appeal within 30 calendar days after the date on which he acquired or reasonably should have acquired knowledge of the event or action which gave rise to the problem, and a terminated appointee must submit his initial appeal within 15 calendar days after the date of his termination of employment.

APPENDIX 5.

Time limits for appeals to the various Steps are shown on the chart below:

STEPS	FOR APPEALS USING STEPS I, II, & III	FOR APPEALS USING STEPS II & III	FOR APPEALS USING STEPS I & III	FOR APPEALS USING STEP III
Step I Decision by chairman, director, or comparable authority.	Within 10 days of initial appeal	---	Within 10 days of initial appeal	---
Step II Appointee's request for review	Within 20 days of initial appeal	---	---	---
Decision by Dean or comparable authority.	Within 30 days of initial appeal	Within 10 days of initial appeal	---	---
Step III Appointee's request for review	Within 40 days of initial appeal	Within 20 days of initial appeal	Within 20 days of initial appeal	---
Hearing	Within 55 days of initial appeal	Within 35 days of initial appeal	Within 35 days of initial appeal	Within 15 days of initial appeal
Report of Hearing Officer or Hearing Committee	Within 70 days of initial appeal	Within 50 days of initial appeal	Within 50 days of initial appeal	Within 30 days of initial appeal
Final decision by Chancellor or President	Within 85 days of initial appeal	Within 65 days of initial appeal	Within 65 days of initial appeal	Within 45 days of initial appeal

APPENDIX 5.

ACADEMIC PERSONNEL APPEALS FORM*

Name (Please Print):__________________________ Title:______________________________

Department:___________________________________

Describe briefly and specifically issues on which this grievance is based. (Additional sheets may be used if necessary.)

Describe action requested. (For example: Reinstatement, Change from Dismissal to Resignation, Reduction of Suspension Period, etc.)

IMPORTANT: This form is to be submitted in five copies to the Office of the Vice Chancellor--Academic Affairs. A terminated employee must submit these forms within fifteen (15) calendar days from the date of his termination of employment. A continuing appointee must submit his initial appeal within thirty (30) calendar days after the date on which he acquired or reasonably should have acquired knowledge of the event or action which gave rise to the problem. Failure to meet these time limits may cause the appeal to be set aside as untimely.

An aggrieved employee may represent himself or may elect an individual or organization to represent him in his grievance. If you have elected representation, indicate the name of the individual who will represent you. ____________________________________

Date:_________________ Employee's Signature___________________________________

*To be used by any academic appointee other than a member of the Academic Senate and one who has independent responsibility for conducting regular University courses.

APPENDIX 6.

UCSF PERSONNEL OFFICE: SOURCES FOR RECRUITING

Chinese for Affirmative Action - S.F.

Advocates for Women - S.F.

Sandigan, Filipino, Newcomers Service Center - S.F.

Department of Public Health - S.F.

Personnel Offices, all U.C. campuses

College of Engineering, Dean's Office, UCB

Careers for Retired Military

Community Mental Health Services - S.F.

Department of Youth Authority, Preston School of Industry - Ione, CA.

Horizons Unlimited - S.F.

Vocational Rehabilitation Service - S.F.

Japanese Community Services - S.F.

E.O.C. - S.F.

Bayview E.O.C. - S.F.

New Vocations, SFSC Associated Students - S.F.

West Side Mental Health Center - S.F.

University of San Francisco - S.F.

Arriba Juntos - S.F.

Various Bay Area college and university Placement Offices

Bay Area Urban League - S.F.

S. F. City College Placement Office

South Berkeley Community Church - Berkeley

Adult Opportunity Center - S.F.

Bay Area Urban League - Education Action Center - S.F.

California Department of Rehabilitation - S.F.

Bay Area Raza Coalition for Health - Oakland

El Buen Pastor Church - S.F.

APPENDIX 6.

California State Employment Serivce (H.R.D.) - S.F.

California State Employees' Association - S.F.

Career Guidance Center - S.F.

The U. S. Office of Civil Rights - S.F.

Department of Mental Hygiene - S.F.

Daly City Information and Referral Center

The Economic Development Agency for China-North Beach Area of S. F.

Experience Unlimited - San Mateo

Galileo Adult School - S.F.

Human Rights Commission - S.F.

Hunters Point E.O.C. Area Office - S.F.

Institute of Industrial Relations, UCLA

C.S.E.S. - Minority Specialists - S.F.

Mission English Language Center - S.F.

Mission E.O.C. Area Office - S.F.

Mission Rebels - S.F.

East Bay Skills Center

Next Step - S.F.

Opportunities Industrialization Center - Oakland

Placement & Career Planning Center - L.A.

Placement Center, Sacramento State College

Project Transition - Treasure Island

Project Transition - U.S. Naval Hospital - Oakland

Richmond State Service Center

San Francisco Service Center - S.F.

Self Advancement Through Education - S.F.

Department of Social Services - S.F.

APPENDIX 6.

Stanford University - Student Placement Office - Palo Alto

Loma Linda University - Placement Service - Loma Linda, CA.

Western Addition E.O.C. Area Office - S.F.

Youth Opportunity Center- S.F.

Black Personnel Management Association - S.F.

S. F. Nurses Association - S.F.

S. F. Nurses Official Registry - S.F.

S. F. Medical Society - S.F.

California Society of Radiological Technologists - S.F.

Physical Therapy Association Placement Office - S.F.

Black Social Workers Association

Bureau of Indian Affairs - S.F. and East Bay

7-Step Foundation - S.F.

Latin American Campus Union - UCSF

John Adams Adult School - S.F.

Mission Hiring Hall - S.F.

N.A.A.C.P. - S.F.

Hospital Council of Northern California - S.F.

Breakthrough - S.F.

American Chemical Society - S.F.

C.E.P. - S.F.

American Friends Society - S.F. and Walnut Creek

El Mundo

Black Caucus - UCSF

California Society of Certified Public Accountants

Stationary Engineers Union

Society of Research Administrators

APPENDIX 6.

Mission Coalition - S.F.

Catholic Council for the Spanish Speaking - S.F.

Mission Red Cross- S.F.

RADIO STATIONS

KOFY

KDIA

KABL

NEWSPAPERS

SAN FRANCISCO EXAMINER

SAN FRANCISCO CHRONICLE

OAKLAND TRIBUNE

L. A. SENTINEL

SAN FRANCISCO SUN REPORTER

WALL STREET JOURNAL

SAN JOSE MERCURY NEWS

SACRAMENTO BEE

SAN FRANCISCO PROGRESS

CHINESE TIMES

NICHI BEI TIMES

HOKUBEI MAINICHI

L. A. TIMES

NEW YORK TIMES

L. A. OPINION

PALO ALTO TIMES

OAKLAND POST

AMERICA

APPENDIX 6.

EL MUNDO

UNION CITY LEADER

HAYWARD DAILY REVIEW

EAST - WEST (Chinese bi-lingual)

PACIFIC CITIZEN
(Nat'l. of the Japanese-American Citizens League)

PHILLIPINE NEWS

AND A WIDE VARIETY OF PROFESSIONAL JOURNALS

APPENDIX 7.

GRIEVANCE PROCEDURES FOR DISCRIMINATION - Staff

This policy is currently being revised by the President's Office.

APPENDIX 8.

AFFIRMATIVE ACTION OFFICE RESPONSIBILITIES

The Affirmative Action Office was established on July 1, 1972 to coordinate the implementation of the San Francisco campus Affirmative Action Program for academic and staff personnel, construction contracts, vendors and other suppliers of goods and services and to review and evaluate the results of this program.

Specific responsibilities are to:

1. Develop the campus affirmative action program and internal and external communication techniques.
2. Assist line management in the identification of problem areas.
3. Assist line management in arriving at solutions to problems, through direct technical assistance or by utilization of other resources.
4. Design and implement campus audit and reporting systems that will:
    (a) Measure the effectiveness of the campus program.
    (b) Indicate the need for remedial action.
    (c) Indicate the degree to which the campus goals and objectives have been attained.
5. Serve as non-legal liaison with the various compliance agencies which affect the University. This liaison includes, but is not limited to, other University offices. other campuses and State and Federal agencies.
6. Serve as liaison between the campus and minority organizations, women's organizations, and community action groups concerned with employment opportunities of minorities and women.

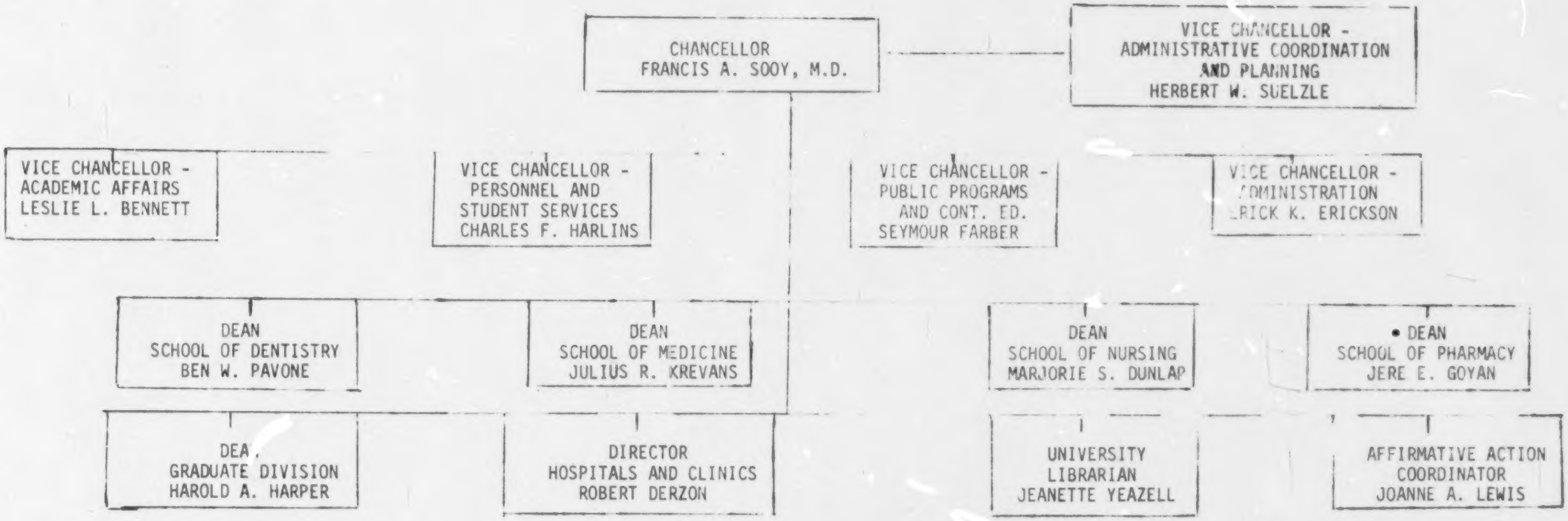
APPENDIX 8.

7. Keep the Chancellor and line management informed of latest developments in the area of equal opportunity.
8. Provide assistance and direction in the establishment of campus and unit goals, and department objectives and timetables.
9. Periodically audit training programs and hiring and promotion patterns to remove impediments to the attainment of campus goals and objectives.
10. Provide for regular discussions with line managers, supervisors, and employees to assure campus policies and procedures are being followed.
11. Periodically audit qualifications of all employees to insure that minorities and women are given full opportunities for transfer and promotion.
12. Advocate the development of policies that will ensure that supervisors, faculty, and staff are evaluated on the basis of their equal employment opportunity efforts and results as well as other criteria.

APPENDIX 9.

UCSF ADMINISTRATION ORGANIZATION

September 15, 1973



APPENDIX 9.

Affirmative Action Units
December 1, 1973

Unit Code	Department	Coordinator	Campus Address	Ext.
1.	Chancellor's Group	Virginia Barnes	126-S	2401
1008	School of Human Biology	Virginia Barnes	126-S	2401
1135	CORT	Dr. I. Merrill	24 Kirkham	1256
1170	Dean, Graduate Divison	Joyce Louw	245-S	2111
1400	Affirmative Action Office	Joanne Lewis	411-U	4752
1560	Research & Development Lab.	Emil Barish	10-U	1593
1565	Vivarium	John McCabe	388-S	2204
1557	Langley Porter	Maggie Scott	202-F	7141
1630	Proctor Foundation	Lucille Valentine	315-S	1441
1705	Library	Linda Angold	257-S	2334
1710	Continuing Education	Juanita Barnes	570-U	1692
1720	Chancellor's Office	Virginia Barnes	126-S	2401
1759	Campus Community News	Donna Chaban	1483-4th	2557
1760	Staff Services (Planning & Analysis)	Empi Gutierrez	1355-3rd	2911
1761	Vice Chancellor--Academic Affairs	Dr. L. Bennett	892-HSW	1881
1767	Vice Chancellor--Public Programs, etc.	Juanita Barnes	570-U	1692
1768	University Relations, Health Services	Donna Chaban	1483-4th	2557
1785	Contracts & Grants	Donna Chaban	1483-4th	2557
1800	Registrar & Admissions	Jean Ball	SS Bldg.	1742
1805	Academic Senate	Erica Wood	119-S	1307
1835	Gifts & Endowments	Donna Chaban	1483-4th	2557
1850	Public Information	Donna Chaban	1483-4th	2557
1853	Publications	Donna Chaban	1483-4th	2557
2.	Vice Chancellor--Personnel & Student Service Group	Donnia Bronson	249-MU	2010
2730	Dean of Students	David Godoy	SS Bldg.	4181
2735	Work Study Program	David Godoy	SS Bldg.	4181
2763	Organizational Development Unit	Maria Missamore	1379-3rd	4032
2769	Vice Chancellor Personnel, etc.	Donnia Bronson	249 MU	2010
2790	Personnel Office	Maria Edwards	60-U	4051
2825	Clerical Pool	Maria Edwards	60-U	4051
2865	Millberry Union	Susan Graham	243 MU	2019
3.	Vice Chancellor--Administration	Erick Erickson	101-S	2496
3175	Information Systems (Computer Center)	Esther Reynolds	76-U	4526
3745	Physical Plant	Nat Garibaldi	Phys. Plant	1254
3750	Police Department	Barbara Browne	H-level-MU	1414
3762	Vice Chancellor--Administration	Erick Erickson	101-S	2496
3764	Campus Community Planning	R. J. LaPointe	1310-3rd	1311
3765	Accounting Office	Lu Bacsafra	1550-HSE	1246
3770	Architects & Engineers	Alex Cano	145 Irving	2322
3775	Business Manger's Office	Jim Wood	1322-3rd	4106
3780	Materiel Management (Storehouse & Purch)	Harry Buford	Richmond	4451
3810	Central Reproduction	Rey Guerrero	44-C	1201
3815	Mailing Divison	Dusty Rhoades	89-M	1124
3820	Telephone	Irene Holland	H-level-MU	1581

APPENDIX 9.

Unit Code	Department	Coordinator	Campus Address	Ext.
3830	Environmental Health & Safety	Ed Mayberry	1344-3rd	4304
3855	Housing Office (Residence Halls)	Ken Johnson	112-MU	2231
3860	Parking	Jim Wood	H-level-MU	2566
3862	Pool Car Operations	Jim Wood	H-level-MU	2566
4.	School of Nursing	Maura Carroll	631H-N	1817
4150	School of Nursing	Maura Carroll	631H-N	1817
5.	School of Pharmacy	Barbara Wilson	926-S	1225
5155	School of Pharmacy	Barbara Wilson	926-S	1225
5160	Pharmeceutical Technology	Barbara Wilson	926-S	1225
6.	School of Dentistry	Jim Zepeda	636B-S	4059
6005	School of Dentistry	Jim Zepeda	636B-S	4059
7.	School of Medicine	Dr. W. Reinhardt	224-S	2342
7010	Dean's Office	Richard Littlejohn	224-S	2877
7015	Anatomy	Priscilla Yates	1334-S	1861
7020	Anestheisa	Trudy McFeely	436-S	2131
7025	Biochemistry	Margaret Williams	960-S	1480
7027	Brace Shop	Pat Parks	896-M	2495
7030	Pathology	Mary Ellen Fox	595-HSW	1701
7035	History of Health Sciences	Mable Emmons	1680-HSW	2766
7040	Ambulatory and Community Medicine	Jean LePez	403-U	1482
7045	Medicine, General	Tony Vance	996-M	2138
7050	Dermatology	Ida Servillio	1095-HSE	2545
7055	Microbiology	Kay Stewart	412-S	1211
7060	Neurology	Lois Riordan	794-M	1487
7065	Obstetrics & Gynecology	Marie McCabe	1484-M	1821
7070	Opthamology	Rebecca Law	490-U	1921
7075	Orthopedic Surgery	Pat Parks	896-M	2495
7080	Clinical Pathology & Lab. Medicine	Dr. Hans Loken	506-M	2136
7085	Pediatrics	Eleanor Taylor	696-M	2101
7090	Pharmacology	Ruth Kirby	1210-S	1951
7095	Physiology	Lena LoSchiavo	762-S	1751
7100	International Health	Peter Horen	1699-HSW	1375
7105	Psychiatry	Mary Asahina	LPNI	7225
7110	Radiology	Dr. Granville Coggs	382-M	1723
7115	Surgery, General	Joyce Swenson	593-M	1236
7120	Surgery, Neurological	Jacqueline Mangan	786-M	1087
7125	Otolaryngology	Lucille Burnap	495-U	1993
7130	Urology	Jean Cornely	478-M	1611
7140	Medical Technology Curriculum	Dr. Irene Gilbert	555-S	1998
7510	Medical Information Systems	Valerie Walters	1663-3rd	2787
7515	Hooper Foundation	Peter Horen	1699-HSW	1375
7520	Clinical Labs., SFGH	Serge Coutant	Bldg. 100 SFGH rm 154	405
7525	Dialysis Center, SFGH	J. Bredimus	SFGH	4617
7530	Polypeptide Hormone Lab.	Dr. Peter Forsham	1143-HSW	1364
7535	Metabolic Steroid Lab.	Dr. Peter Forsham	1143-HSW	1364
7540	Cardiovascular Research Institute	Dr. Ellen Brown	1321-M	1803

APPENDIX 9.

Unit Code	Department	Coordinator	Campus Address	Ext.
7550	Tropical Disease Lab.	Peter Horen	1699-HSW	1376
7555	Physiological Research Unit	Peter Lindquist	Path Bldg. Rm. 328	826-4591
7605	General Clinical Research Center	Lois Rocha	1203-M	1241
7610	Clincal Studies Center, SFGH	Judith Martin	Bldg. 100 Rm. 321	318
7615	Biomechanics Lab.	Pat Parks	896-M	2495
7620	Hormone Research Lab.	Anita Clayton	1088-HSW	2624
7635	Cancer Research Institute	Cecile Gilfeather	1282-M	2201
7640	Radiobiology Lab.	Dr. J. Harris	106-LR	1636
7725	Regional Medical Program	Florence Webster	745 Parn.	4221
7740	Student Health	Mainoyce Degrate	380-U	1281
8.	Hospital and Clinics	Donald Bartlow	113-M	1401
8145	Physical Medicine & Rehabilitation	Juanita Erickson	80-M	2357
8205	Nursing Service	Kay Urbanski	112-M	2252
8210	Nursing, Floor Managers	Nolan McCann	112-M	2252
8215	Operating Rooms	Kay Urbanski	112-M	2252
8220	Clinical Labs.	Karen Robertson	506-M	2136
8225	Anatomic Pathology Lab.	Evelyn Hoey	576-M	1526
8230	Radiology, Hospital	Joyce Morais	357-M	2151
8235	Pharmacy, Hospital	Fred Malmin	130-C	1181
8240	Anesthesia, Hospital	Trudy McFeely	436-S	2131
8245	Inhalation Therapy	Kathy Nicolai	27-M	2360
8250	EKG	Lynne Haramaki	571-M	1931
8255	EEG	Laurie Hicks	243-C	1986
8260	Medical Records	Clinton Wakefield	A-Med.Rec.	4685
8265	Instrument Shop	Andy Campbell	90-M	2181
8270	Central Supply	Prince Hargrove	25A-M	2437
8275	Social Work	Priscilla Johnstone	150-C	1655
8280	Outpatient Clinics	Lee Woo	139D-C	2410
8285	Education & Training, Hosp.	Donald Bartlow	113-M	1401
8287	Environment & Infection Control	Mary Schreiber	230-U	2068
8288	Professional Fee Billing	Bobby Busby	1343-3rd	2153
8290	Emergency	Lois Wiggins	131-M	1037
8295	Dietary Services	Henrietta Henderson	294-M	1461
8302	Laundry-Recurring Recoveries	Jackie Bowie	~~410-LS~~	1301
8303	Laundry-Linen	Jackie Bowie	410-LS	1301
8304	Laundry Wear Apparel	Jackie Bowie	410-LS	1301
8305	General Services: Housekeeping	William Thomas	71-M	1183
8307	Laundry	Jackie Bowie	410-LS	1301
8310	Hospital Administration	Donald Bartlow	113-M	1401
8315	Budget & Fiscal Operations	David Batcho	1367-3rd	4644
8318	Accounts Receivable	Dorothy Calhoun	140-M	2661
8325	Cashiers	Cal Dill	180-M	2311
8340	Admissions	Rose Branch	139-M	1588
8345	Information Service	Cathy Robinson	100-U	4409
8350	Data Systems, Hospital	Mas Sugiyama	140-M	4502
8355	Gift Shop	Andree Rich	M-lobby	1845
8518	Exper. Radiation Therapy Lab	Joyce Morais	357-M	2151
8545	X-Ray & Isotope Service Lab.	Joyce Morais	357-M	2151
8870	Private Practice Physician's Officies	Donald Bartlow	113-M	1401

APPENDIX 10.

GUIDELINES FOR DEPARTMENTAL AFFIRMATIVE ACTION COMMITTEES

It is the responsibility of line management to implement the Affirmative Action Program within each campus department or unit. However, since the success of any Affirmative Action Program requires imaginative and sustained efforts, Departmental Affirmative Action Committees can provide advice and assistance to the department head to facilitate the successful performance of Affirmative Action goals and objectives within each unit.

I. Composition

A. The Departmental Affirmative Action Committee should be broadly representative of the ethnic and sexual composition of the department's staff and should include broad representation of job categories (staff employees and, where applicable, faculty and students).

II. Functions and Responsibilities

A. The Departmental Affirmative Action Committee shall be advisory to the department head. (Basic responsibility for implementing the Affirmative Action Program within each department lies with the department head.) While the Affirmative Action Committee shall review the progress of the department's Affirmative Action Program as it affects staff, students, and faculty within the department, implementation of the Committee's recommendations rests with the department head.

1. The Committee shall serve as a source of information and technical assistance on Affirmative Action for the department head.

2. The Committee shall review, comment, and submit recommendations for action on departmental Affirmative Action goals and objectives to the department head, utilizing quarterly ethnic summary reports (See Appendix 12 for description of reports).

APPENDIX 10.

3. The Committee shall maintain communication with the department head on matters relative to Affirmative Action.

B. The Departmental Affirmative Action Committee shall review their department's progress in meeting the goals and objectives of the Affirmative Action Program (see Section VIII, Program Progress Review).

1. The Committee shall assist in the development of and shall become thoroughly familiar with the department's written Affirmative Action Program.

2. The Committee shall become familiar with areas that directly relate to Affirmative Action, including:

   (a) University and departmental policies and procedures for staff and faculty appointments, promotion, and transfers.

   (b) departmental policies for recruitment, admission, and academic support of students.

   (c) development of career ladders.

   (d) training programs and training opportunities.

C. The Departmental Affirmative Action Committee shall become thoroughly familiar with Affirmative Action guidelines (Federal and University), Staff Personnel Policies, and where applicable, Faculty Personnel Policies.

1. The Committee shall maintain an up-to-date knowledge of revisions to Federal and University Affirmative Action guidelines.

2. The Committee shall review and comment on proposed changes to Affirmative Action guidelines, Staff Personnel Policies, and where applicable, Faculty Personnel Policies.

D. The Departmental Affirmative Action Committee shall be responsible for maintaining knowledge of, and liaison with, various campus organizations and activities which relate to Affirmative Action goals and objectives (see Appendix 1 for campus resources).

1. The Committee shall maintain close liaison with the Affirmative Action Office.
2. The Committee shall become familiar with the policies, procedures, and resources available in the campus Personnel Office.
3. The Committee shall become familiar with the policies and resources available through various campus employee organizations.

E. The Departmental Affirmative Action Committee shall ensure that information on Affirmative Action guidelines, Staff Personnel Policies, Faculty Personnel Policies, procedures for recruitment, admission, and academic support of students, and campus activities relative to Affirmative Action is disseminated to department personnel.

1. The Committee shall serve as information source for department employees who may wish information on Affirmative Action guidelines, Staff Personnel Policies, and campus activities relative to Affirmative Action.
2. The Committee shall assist department employees in using existing department and campus channels for solving their problems.
3. The Committee shall ensure that pertinent bulletins, flyers, announcements, etc., are circulated, posted, and discussed within their department.

III. Meetings

A. The Departmental Affirmative Action Committee shall meet regularly in order to carry out their function and responsibilities.

PURCHASERS' GUIDE
TO
SAN FRANCISCO BAY AREA
MINORITY-OWNED BUSINESSES

Management Council
For Bay Area
Employment Opportunity

San Francisco
Federal Executive Board

APPENDIX 11.

INDEX TO THE BUSINESSES IN THIS GUIDE

AIR CARGO SERVICES

Air Cargo Expediters
Arabesco Air Inc.

AIR CONDITIONING & HEATING SYSTEMS SERVICES

Air Control Heating & Air Condtioning

AIRPLANE SERVICES

Aerospace Services, Inc.

ARCHITECTURAL SERVICES

Advocate Design Associates, Inc.
Clement Chen & Associates
Del Campo Associates, Architects/Planners
Gerson Overstreet, Architects
Okamoto/Liskamm, Inc.
Yuasa and Minner, Inc., Architects and Planners

AUTOMOBILE REPAIR & SERVICE

Atlantic Garage
Avenue Body Shop
Bourgeois Clutch & Brake Co.
Brown's Auto Parts
Dew's Body Shop
Dilworth Auto Service
Greene's Auto Repair
Kinnon Auto Repair
Bob Motter Auto Body Repair Shop
Nate's Fender Shop
Pippin Garage
Scott's Garage
Thomas Auto Body Shop
Vallejo Chrysler Plymouth, Inc.

BURGLAR ALARM SYSTEMS

Sonic Electronics, Inc.

BUS CHARTER SERVICE

Guiton Bus Company

INDEX TO THE BUSINESSES IN THIS GUIDE (Continued)

CLEANING SERVICES (Also see JANITORIAL SERVICES)

Jackson's Auto Laundry
Jim's Furnace Cleaning and Repair
Lee's Auto
Mastercraft Diversified Corporation
Pacific Rug Shampoo
Pee Wee Detailing Service
Premier Mobile Service

CLOSED CIRCUIT TELEVISION SYSTEMS

Sonic Electronics, Inc.

COMMUNICATIONS SERVICES

The Switchboard

CONCRETE

American Mini-Mixer Corporation

CONTRACTORS, BUILDING, GENERAL

Ames Billingsley, Inc.
General & Specialty Contractors Association, Inc.
Trans-Bay Engineers & Builders, Inc.
See listing of minority construction contractors

DATA PROCESSING

California Computer Systems
EFE Keypunch Service
Ghettos' Enterprises, Inc.

EDUCATIONAL RESEARCHERS

Rivera Bros. Custom Consultants

ELECTRICAL WORK

McLeod's Electrical Appliances, Air Conditioning, Sales and Service

ELECTRONICS

Quality Service and Price
Quantum Associates, Inc.

INDEX TO THE BUSINESSES IN THIS GUIDE (Continued)

EMPLOYMENT AGENCIES

ABLE, Inc.
Bartlow's Employment Agency
Canton Employment Agency
Cathay Employment Agency
China Employment Agency
Chinese Center Employment
Talent Personnel Agency

ENGINEERING DESIGN

A & A Consulting Engineers, Inc.
Renan G. Dominguez, Structural Engineer
Howard P. Grant, Civil Engineer
IKM Printing & Engineering Drafting Service
Jordan/Mathis & Associates
Fook Z. Lee, Civil & Structural Engineer
Milton G. Leong Corp.
Trans-Bay Engineers & Builders, Inc.

ENGRAVING SERVICES

Quality Engraving Company

FABRIC PRODUCTS

Ghetto's Enterprises, Inc.

FILM PRODUCTION

ABLE, Inc.
Ted Kurihara - Commercial Photography

FIRE ALARM SYSTEMS

Sonic Electronics, Inc.

FREIGHT SERVICES (See TRUCKING SERVICES)

FURNITURE REPAIRING & REFINISHING

Bostick
Sweet's Upholstery

GRAPHIC SERVICES

Aizawa Associates, Inc.
Art Associates West
John & Dorothy Beckom, Custom Photography

INDEX TO THE BUSINESSES IN THIS GUIDE (Continued)

Berkeley Mimeographic Service
Breakthrough Magazine
Lenlo Associates
Martin Graphics Advertising
The Post Newspaper Group
Prestige Graphics
TKY Advertising Co., Inc.

INTERIOR DECORATING SERVICES

Gordon's Interiors
P and J Interiors

JANITORIAL SERVICES

Bell's Janitorial Service
Cordova's Building Maintenance Service
Dependable Janitorial Services
Edwards Janitorial Service
Eley Janitorial Service
Walter Jones Investment Corp.
Midas Maintenance Service
Quality Janitorial and Building Maintenance Service
The Real McCoy Maintenance Service
Reliable Building Maintenance
Ruiz Janitorial Service
Superior Janitorial Service
United Building Maintenance
University Janitorial Service
W & F Building Maintenance Co.
Earl Warren & Associates

LABORATORIES

Elmhurst Clinical Laboratory
Medical Arts Clinical Laboratory

MANAGEMENT CONSULTING

California Computer Systems
General and Specialty Contractors Association, Inc.
Interstate Research Associates
Pacific Training & Technical Assistance Corporation
Payne-Maxie Consultants
Rivera Bros. Custom Consultants
Social Dynamics, Inc.
U.S. Human Resources Corporation

INDEX TO THE BUSINESSES IN THIS GUIDE (Continued)

MARKETING SERVICES

ABLE, Inc.
Aizawa Associates, Inc.
Berkeley Mimeographing Service
Black and Brown Trading Stamp Corporation
Breakthrough Magazine
Martin Graphics Advertising
The Post Newspaper Group
TKY Advertising Co., Inc.

MECHANICAL SERVICES (Also see AIRPLANE SERVICES and AUTOMOBILE REPAIR & SERVICE)

Aerospace Services, Inc.
Index Forklift Co., Inc.

METAL FINISHING

Foster's Plating and Metal Polishing
Quality Metals Finishes, Inc.
Swift Metal Finishing, Inc.

METAL SUPPLIERS

Acta-Targets Corporation

METALWORKING

Aceco Tool & Machine Corp.
Acta-Targets Corporation
Aerospace Services, Inc.
Air Control Heating & Air Conditioning
American Mini-Mixer Corporation
Ames Billingsley, Inc.
Superior Machine Shop

OFFICE PRODUCTS

Label Specialties, Inc.

OFFICE SERVICES

EFE Keypunch Service
Eison's Office Equipment Co.
Gene's Business Machines, Inc.
Irvington Office Equipment

INDEX TO THE BUSINESSES IN THIS GUIDE (Continued)

PAPERBOARD PRODUCTS

L. D. Bolling & Sons
The Box Factory

PERSONNEL CONSULTING

ABLE, Inc.
Contra Costa Maintenance Supply Company
Rivera Bros. Custom Consultants

PESTICIDE CONTROL SERVICES

Chem Mark Products
Gibson Pest Control Co.
Kelsey's Termite & Pest Control Co.
Pest-Go Exterminating
Herman B. Wiley Pest Control

PHOTOGRAPHERS

Edward N. Barnett, Photographer
Harrell Studio
Tatsuo Ishimoto, Commercial Photography
Kem Lee Studio
Ted Kurihara, Commercial Photography
Rubin Studio, Photography
Don Tong, Photography

PLASTICS

Butler Precision Belting Co.

PRINTING

AA Day & Night Stenographic Service
Al's Litho
Breakthrough Magazine
Compu-Letter Sales, Inc.
Granat Printers and Lithographers
IKM Printing & Engineering Drafting Service
Lewis Lithograph Company
The Post Newspaper Group
Prestige Graphics
The Printing Centre
Tilgham Press
Universal Printing Company
The Voice Publishing Company, Inc.
Youth Printing Company

INDEX TO THE BUSINESSES IN THIS GUIDE (Continued)

PRODUCT ASSEMBLY

Quality Service and Price
Quantum Associates

PRODUCT FINISHING

Ghettos' Enterprises, Inc.

SANDBLASTING

Melcar Sandblasting, Inc.

SECRETARIAL SERVICES

AA Day and Night Stenographic Service
Midtown Secretarial Service

SECURITY SERVICES

Lee's Patrol Service
Richardson's Escort and Patrol Service

SOUND SYSTEMS, EQUIPMENT & SERVICING

JAYMAC Associates DBA Creative Sound Systems

SUPPLIERS

Contra Costa Maintenance Supply Co.

TRAVELERS' SERVICES

Afram World Travel Service, Inc.
Charm's Travel Service

TRUCKING SERVICES

AA Andy Moving and Storage
Bains Moving and Storage Service
Brown's Moving Service
C&T Trucking
Clinton Drayage - The Alameda Express
Ernie Conners Moving & Storage, Inc.
Davis Moving Service
Dorman Trucking Co.
Hackett's Trucking
Lee's Express
Lopez Movers Express
McGaskey's Van and Storage
Precision Transport Company, Inc.

APPENDIX 11.

INDEX TO THE BUSINESSES IN THIS GUIDE (Continued)

Rapid Radial Transport, Inc.
James Slaton Trucking
Trux Transport, Inc.
W&M Trucking
Winston's Moving & Storage Co.

UPHOLSTERING SERVICES

Bay Area Interiors
Bostick Upholstering Co.
Crew's Upholstery
Ross Upholstery
Sweet's Upholstery

URBAN CONSULTANTS

Montgomery & Company

VACUUM SERVICE, DESIGN & FABRICATION

Vacuum Service Engineering

VENDING MACHINES

OC Distributing Company, Inc.

WOODWORK

Adolph's Cabinets
Esteemed Product, Inc.
Ghetto's Enterprises, Inc.
Kristen Systems, Inc.
Kush Manufacturing Company, Inc.
T.J. Pallet Company
West Wood Products

APPENDIX 12.

UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

RECORD OF MINORITY VENDOR DEVELOPMENT ACTIVITY

REPORTING DATE ________________ ORDER NUMBER ________________ TOTAL $ ________________

NAME OF SUCCESSFUL FIRM ____

OFFERED TO MINORITIES (Indicate number of vendors) by ethnic group:

Black __________ Oriental __________ Spanish American __________ Other __________

PLACED WITH MINORITY VENDOR: Yes ______________ No ______________

If yes, indicate ethnic group ____

REASON FOR NOT PLACING WITH MINORITY VENDOR ____

____

____

COMMODITY OR SERVICE BEING PURCHASED ____

____

COMMENTS ON FOLLOW-UP INQUIRIES WITH MINORITY VENDOR(S) WHO DID NOT QUOTE OR WHO WERE NOT LOW BID ____

____

____

____

____

____

____

40.00 The SUMMARY OF ETHNIC AND SEX EMPLOYMENT Report

40.10 Overview of the Report

The "Summary of Ethnic and Sex Employment" report describes where minorities and women are employed in the University and their salary levels. The report is used by the Office for Equal Employment Opportunity to analyze where needs for affirmative action are greatest and by the University to set employment goals, monitor progress toward achieving them, and to support compliance effort.

The reports summarzine groups of employees and provide statistics, broken down by ethnic group, for men, women, or both men and women for one or more of the following categories: head count, percentage of the group who are men, women or both, weighted average salary, and FTE. The method used for grouping employees is to select those employees who have like information in the levels which have been specified.

> For example: If the levels of summarization are campus, unit and modified federal occupation, then employees with the same campus, same unit and same modified federal occupation will be grouped and summarized together.

The reports are produced each academic quarter. (Refer to Section 20.30 for a discussion of the statistical base.) Each report is uniquely identified by its report number which indicates the categories and the level of summarization as described below. For a detailed description of each report see Section 40.40.

PER1001 - By Campus and Occupation

> Summary for each campus and Gen-12 and a consolidated summary of all campuses including Gen-12 for staff employees by campus, University-wide accounts, federal occupation and sub group, and casual/career selection.

PER1002 - By Unit and Occupation

> Summary for each campus and Gen-12 staff employees by campus, unit, federal occupation and sub group and casual/career selection.

PER1003 - By Unit, Occupation and Title

> Summary for each campus and Gen-12 staff employees by campus, unit, federal occupation and sub group, and position (pay) title.

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PER1004 - By Title (Staff)

Summary for each campus and Gen-12 for staff employees by campus, University-wide accounts, position (pay) title, and casual/career selection.

PER1010 - By Unit, Academic Group and Title

Summary for each campus and Gen-12 for academic employees by campus, unit, academic group, and position (pay) title.

PER1011 - By Academic Group and Rank

Summary for each campus and Gen-12 and a consolidated summary of all campuses including Gen-12 for academic employees by campus, University-wide accounts, academic group, and rank.

PER1012 - Unit Totals

Summary for each campus and Gen-12 for academic and staff employees by campus, academic or staff, and casual/career selection.

PER1014 - Academic and Staff Totals

Summary for each campus and Gen-12 and a consolidated summary of all campuses including Gen-12 for academic and staff employees by campus, University-wide accounts, academic or staff, and casual/career selection.

PER 1015 - Campus Totals and Office of the President

Summary for each campus and Gen-12 for academic and staff employees by campus and University-wide accounts.

PER1020 - By Academic Group, Rank, and Title

Summary for each campus and Gen-12 for academic employees by campus, academic group, and position (pay) title.

PER1021 - By Title (Academic)

Summary for each campus and Gen-12 for academic employees by campus and position (pay) title.

PER1022 - All Campus Total

Summary of each campus and Gen-12 and a consolidated summary of all campuses including Gen-12 for academic and staff employees.

PER1023 - By Major Academic Group

Summary for each campus and Gen-12 and a consolidated summary of all campuses and Gen-12 for academic employees by campus, University-wide accounts, and academic major level group.

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Departmental Guidelines for Developing an Affirmative Action Program

Departments must develop specific objectives which are consistent with University and campus guidelines and policies to enable the department to meet campus and unit affirmative action goals and timetables. These objectives form the departmental affirmative action program and should relate to the specific needs of the department.

In establishing objectives and preparing records in support of the affirmative action program the following are questions you should answer:

- How does your current white and non-white, male-female employment compare with campus needs or statistics mentioned in the tables? By position levels?
- Are there any positions/position levels where you have no non-white or female employees?
- Are there departmental concentrations of employees, white or non-white male or female, which might be construed as resulting from de-facto segregation?
- Is there evidence of different pay scales for different sexes or white and non-white employees?
- Are there position level barriers apparent for certain groups, such as between blue-collar and supervisory positions?
- Are there minority group workers, whites, females or males assigned to positions below their capabilities? How many of each, as a percentage of the total employees?

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- Are there positions/position levels for which both sexes can qualify, but where only one sex is represented? Why?
- How does the racial distribution of persons promoted during the past year compare with total employment distributions by race?
- How does the male-female distribution of persons promoted during the past year compare with total employment distributions by sex?
- Is there evidence of particular patterns of promotion by race, creed, color, origin, sex or age in any department?
- Are there differences in the pattern of promotions 12 months ago and now?
- What promotions are likely to be available in the next 12 months for which you can begin training selected employees?
- Do you regularly review the qualifications of all employees, including those from minority and female groups, to insure that they are considered for promotion?
- Do you insure that minority and female group employees receive adequate counselling on their advancement opportunities, and adequate training toward them?
- Are demotions adequately documented, showing specific reasons for them? Did the employee receive a fair trial period?
- Have you considered establishing new training programs and classes where outside programs for minorities are inadequate or unavailable? Literacy training? Skills training?
- Has the statement "An Equal Opportunity Employer" been included in all recruitment advertising? Do you advertise in black or other minority newspapers?
- Are you recruiting applicants from predominantly non-white and female high schools and colleges?

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- Do you actively seek qualified referrals from minority and female employees for positions at all levels?
- Where applicable, do you use agencies or other sources identified with assisting minority and female group workers to find postions?
- Where applicable, have you notified all agencies in writing that they are to refer qualified applicants without regard to race, creed, color, national origin, sex or age? Have they guaranteed their compliance to you in writing?
- Have all tests used in sleection been validated at your location to be sure they are fair to all applicants for each position for which you use them? Do you have records?
- Do you have adequate written position descriptions and specifications as guides toward hiring persons with adequate skills and knowledge?
- Are your educational requirements fair to all otherwise qualified applicants?

The list can go on. These sample questions suggest the kinds of activities that should be reviewed.

Specific areas which must be considered for setting objectives are:

1. Hiring

   Specific areas of underutilization and disparity have been identified and are shown on the tables in Section VII.
2. Upgrading, transfers and promotions

   Establish objectives to assure that all employees are given an opportunity to maintain current levels of skill and develop additional skills through the use of existing University policies.

The Affirmative Action Office is available to assist you in developing your departmental affirmative action program (see Affirmative Action Office Responsibilities).